CONTRACT BETWEEN THE CITY OF AUSTIN ("City") AND Securitas Security Services USA, Inc. ("Contractor") for Citywide Security Guard Services NA170000083

The City accepts the Contractor's Offer (as referenced in Section 1.1.3 below) for the above requirement and enters into the following Contract.

This Contract is between Securitas Security Services USA, Inc. having offices at 505 E. Huntland Drive, Suite 500, Austin, TX 78752 and the City, a home-rule municipality incorporated by the State of Texas, and is effective as of the date executed by the City ("Effective Date").

Capitalized terms used but not defined herein have the meanings given them in Solicitation Number RFP RWS0501.

1.1 This Contract is composed of the following documents:

- 1.1.1 This Contract
- 1.1.2 The City's Solicitation, RFP RWS0501 including all documents incorporated by reference
- 1.1.3 Securitas Security Services USA, Inc.'s Offer, dated November 15, 2016, including subsequent clarifications
- 1.2 <u>Order of Precedence</u>. Any inconsistency or conflict in the Contract documents shall be resolved by giving precedence in the following order:
 - 1.2.1 This Contract
 - 1.2.2 The City's Solicitation as referenced in Section 1.1.2, including all documents incorporated by reference
 - 1.2.3 The Contractor's Offer as referenced in Section 1.1.3, including subsequent clarifications.
- 1.3 <u>Term of Contract.</u> The Contract will be in effect for an initial term of 24 months and may be extended thereafter for up to three 12-month extension options, subject to the approval of the Contractor and the City Purchasing Officer or his designee. See the Term of Contract provision in Section 0400 for additional Contract requirements.
- 1.4 <u>Compensation</u>. The Contractor shall be paid a total Not-to-Exceed amount of \$6,222,837 for the initial Contract term and \$3,111,419 for each extension option as indicated in the Bid Sheet, IFB Section 0600. Payment shall be made upon successful completion of services or delivery of goods as outlined in each individual Delivery Order.
- 1.5 **Quantity of Work.** There is no guaranteed quantity of work for the period of the Contract and there are no minimum order quantities. Work will be on an as needed basis as specified by the City for each Delivery Order

This Contract (including any Exhibits) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior and contemporaneous agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

SECURITAS SECURITY SERVICES USA, INC.	CITY OF AUSTIN
	Roger Stricklin
Printed Name of Authorized Person	Printed Name of Authorized Person
Signature	Signature
	Corporate Contract Administrator
Title:	Title:
Date:	Date:
<u>Exhibits</u>	
A – Offeror's Pricing	
P. Offerer's Proposal	

1

2

3

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Item

1

2

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15

17

GROUP A - LARGE DEPARTMENTS
BUILDING SERVICES DEPARTMENT

AUSTIN WATER

Estimated

Monthly

Hours

173

3484

1577

3640

20

Description

Supervisor/Lead Security Guard

Security Guard

Account Manager

Non-Regular Hours Rate

Emergency Hours Rate

Holiday Hours Rate

Emergency Hours Rate
Holiday Hours Rate

Description

Lead Officer

Security Officer I

Security Officer II

Security Officer III

Account Manager

Non-Regular Hours Rate

Emergency Hours Rate

Holiday Hours Rate

Non-Regular Hours Rate

Emergency Hours Rate

Holiday Hours Rate

Non-Regular Hours Rate

Emergency Hours Rate

Holiday Hours Rate

Non-Regular Hours Rate

Emergency Hours Rate

Holiday Hours Rate

Lead Officer (include patrol vehicle cost for Lead Officer only)

Security Officer I

Security Officer II

Security Officer III

Supervisor/Lead Security Guard

Security Guard

Non-Regular Hours Rate

Estimated

Monthly

Hours

173

1907

20

Regular Hours Rate

Monthly Service Amount

Hourly Rate

Hourly Rate

Regular Hours Rate

Monthly Service Amount

Hourly Rate

Hourly Rate

Hourly Rate

Hourly Rate

Annual Amount (Monthly Amount X 12)

\$35.52

\$18.83

\$19.17

\$20.14

\$0.00

Annual Amount (Monthly Amount X 12)

\$22.09

\$18.83

\$0.00

Extended

Price

\$3,821.57

\$35,908.81

\$39,730.38

\$476,764.56

\$31.37

\$31.37

\$31.37

\$26.74

\$26.74

\$26.74

\$6,144.96

\$65,603.72

\$30,231.09

\$73,309.60

\$175,289.37

\$2,103,472.44

\$0.00

\$50.44

\$50.44

\$50.44

\$26.74

\$26.74

\$26.74

\$27.22

\$27.22

\$27.22

\$28,60

\$28.60

Extended

Price

\$0.00

ENGINE AND			GROUP B - SMALL/MEI MUNICIPAL COUR	W. S. Land St.
		Estimated	MUNICIPAL GOUN	
Extended Price	Regular Hours Rate	Monthly Hours Only as	Description	Item
	\$29.00	Requested by DCM	Supervisor/Lead Security Guard	1
\$12,408.9	\$18.83	659	Security Guard	2
\$12,408.9	Monthly Service Amount		9	
\$148,907.6	Monthly Amount X 12)	Annual Amount (M		
	Hourly Rate		Supervisor/Lead Security Guard	
\$29.0			Non-Regular Hours Rate	3
\$29.0			Emergency Hours Rate	4
\$29.0			Holiday Hours Rate	5
	Hourly Rate		Security Guard	
\$26.7			Non-Regular Hours Rate	6
\$26.7			Emergency Hours Rate	7
\$26.7			Holiday Hours Rate	8
			45	
			COMMUNITY COUR	
Extended Price	Regular Hours Rate	Estimated Monthly Hours	Description	Item
	\$29.00	Only as Requested by DCM	Supervisor/Lead Security Guard	1
\$8,153.3	\$18.83	433	Security Guard	2
\$8,153.3	Monthly Service Amount	N		
\$97,840.6	Monthly Amount X 12)	Annual Amount (N	8	
	Hourly Rate		Supervisor/Lead Security Guard	
\$29.0			Non-Regular Hours Rate	3
\$29.0	ti.		Emergency Hours Rate	4
\$29.0			Holiday Hours Rate	5
	Hourly Rate		Security Guard	
\$26.7			Non-Regular Hours Rate	6
\$26.7			Emergency Hours Rate	7
\$26.7			Holiday Hours Rate	8
		ARTMENT	LIBRARY DEF	
Extended Price	Regular Hours Rate	Estimated Monthly Hours	Description	tem
	\$29.00	Only as Requested by DCM	Supervisor/Lead Security Guard	1
\$6,515.1	\$18.83	346	Security Guard	2
\$6,515.1	Monthly Service Amount	N		
270 400 4	fonthly Amount X 12)	Annual Amount (M		
\$78,182.1	Hourly Rate		Supervisor/Lead Security Guard	
\$76,162.1	THE RESERVE OF THE OWNER OF THE PARTY OF THE	A STATE OF THE STA	Non-Regular Hours Rate	3
\$29.0				4
			Emergency Hours Rate	7 1
\$29.0			Emergency Hours Rate Holiday Hours Rate	5
\$29.0 \$29.0	Hourly Rate		77.70.000,000,000,000,000,000,000	
\$29.0 \$29.0	Hourly Rate		Holiday Hours Rate	
\$29.0 \$29.0	Hourly Rate		Holiday Hours Rate Security Guard	5

Extended Price	Regular Hours Rate	Estimated Monthly Hours	Description	Item
	\$29.00	Only as Requested by DCM	Supervisor/Lead Security Guard	1
\$19,018	\$18.83	1010	Security Guard	2
\$19,018	onthly Service Amount	N		
\$228,219	lonthly Amount X 12)	Annual Amount (N		
	Hourly Rate		Supervisor/Lead Security Guard	
\$29.			Non-Regular Hours Rate	3
\$29.			Emergency Hours Rate	4
\$29.			Holiday Hours Rate	5
	Hourly Rate		Security Guard	
\$26.			Non-Regular Hours Rate	6
\$26.			Emergency Hours Rate	7
\$26.			Holiday Hours Rate	8
			-	
	ENT	COVERY DEPARTM	AUSTIN RESOURCE R	
Extended Price	Regular Hours Rate	Estimated Monthly	Description	Item
	\$29.00	Only as Requested by DCM	Supervisor/Lead Security Guard	1
\$4,895.	\$18.83	260	Security Guard	2
\$4,895.	onthly Service Amount	N N		
\$58,749.	onthly Amount X 12)	Annual Amount (N		
	Hourly Rate		Supervisor/Lead Security Guard	
\$29.			Non-Regular Hours Rate	3
\$29.			Emergency Hours Rate	4
\$29.			Holiday Hours Rate	5
	Hourly Rate		Security Guard	
\$26.		and the second second second	Non-Regular Hours Rate	6
\$26.			Emergency Hours Rate	7
\$26.			Holiday Hours Rate	8
	T		WATERSHED PROT	
Extended Price	Regular Hours Rate	Estimated Monthly Hours Only as	Description	Item
	\$29.00	Requested by DCM	Supervisor/Lead Security Guard	1
\$9,415.	\$18.83	500	Security Guard	2
\$9,415.	onthly Service Amount	M	25	
\$112,980.	onthly Amount X 12)	Annual Amount (N		
	Hourly Rate		Supervisor/Lead Security Guard	
\$29.			Non-Regular Hours Rate	3
\$29.			Emergency Hours Rate	4
\$29.		And the second	Holiday Hours Rate	5
	Hourly Rate		Security Guard	
\$26.			Non-Regular Hours Rate	6
\$26.			Emergency Hours Rate	7
\$26.			Holiday Hours Rate	8

	FLEET SER	VICES DEPARTMENT			
Item	Description	Estimated Monthly Hours	Regular Hours Rate	Extended Price	
1	Supervisor/Lead Security Guard	Only as Requested by DCM	\$29.00		
2	Security Guard	173	\$18.83	\$3,257.59	
			Monthly Service Amount	\$3,257.59	
		Annual Amount (I	Monthly Amount X 12)	\$39,091.08	
	Supervisor/Lead Security Guard		Hourly Rate		
3	Non-Regular Hours Rate			\$29.00	
4	Emergency Hours Rate			\$29.00	
5	Holiday Hours Rate			\$29.00	
	Security Guard		Hourly Rate		
6	Non-Regular Hours Rate		\$26.74		
7	Emergency Hours Rate		\$26.74		
8	Holiday Hours Rate			\$26.74	
TO THE	PARKS AND REC	CREATION DEPARTMEN	IT.	A STATE OF THE STATE OF	
Item	Description	Estimated Monthly Hours	Regular Hours Rate	Extended Price	
1	Patrol Services	84	\$23.00	\$1,932.00	
		N	Monthly Service Amount	\$1,932.00	
		Annual Amount (N	Monthly Amount X 12)	\$23,184.00	
2	Emergency Hours Rate			\$33.00	
3	Holiday Hours Rate	\$33.00			

	GROU	P.CSPECIAL SE	ERVICES DEPARTA	MENT	
	CC	ONVENTION CEN	TER DEPARTMENT		
Item	Description		Estimated Monthly Hours	Regular Hours Rate	Extended Price
1	Supervisor/Lead Security G	uard	Only as Requested by DCM	\$29.00	
2	Security Guard		580	\$18.83	\$10,921.40
•			ı	Monthly Service Amount	\$10,921.40
			Annual Amount (I	Monthly Amount X 12)	\$131,056.80
	Supervisor/Lead Security Guar	d		Hourly Rate	
3	Non-Regular Hours Rate	•			\$29.00
4	Emergency Hours Rate	8			\$29.00
5	Holiday Hours Rate				\$29.00
	Security Guard			Hourly Rate	
6	Non-Regular Hours Rate	9	\$26.7		
7	Emergency Hours Rate		\$26.74		
8	Holiday Hours Rate		\$26.7		
	EVENT SECURITY GUARD S	ERVICES SPECI	FIC TO CONVENTIO	ON CENTER DEPARTM	ENT
Item	Description		Guard Hours per Event	Regular Hours Rate	Non-Regular Hours Rate
9	Uniformed	Small	Less than 1000	\$28.00	\$29.00
10	Uniformed	Medium	1000-2000	\$30.00	\$31.00
11	Uniformed	Large	Over 2000	\$32.00	\$33.00
12	Non-Uniformed	Small	Less than 1000	\$26.00	\$28.00
13	Non-Uniformed	Medium	1000-2000	\$28.00	\$30.00
14	Non-Uniformed	Large	Over 2000	\$30.00	\$32.00

INSTRUCTIONS FOR REQUIRED EQUIPMENT: The City may require specific equipment necessary to fulfill the related services under the Contract. List the pricing associated with the equipment listed below.

	REQUIRED EQUIPM	ENT
Item	Description	Monthly Fee per Unit
1	Electric Golf Cart (as specified in Department Specific Requirements)	\$300.00
2	Electric Golf Cart with Flatbed ((as specified in Department Specific Requirements)	\$325.00

EXHIBIT A INSTRUCTIONS FOR ORTHONAL EVENT SERVICES. The City way acceptability have a good for event services under the Contract that

	ОРТІС	ONAL EVENT SERVICES	
EVENT RATES			
Item	Description	Guard Hours per Event	Regular Hourly Rate
1	Small Event	Less than 1000	\$29.0
2	Medium Event	1000-2000	\$31.0
3	Large Event	Over 2000	\$33.0

EXHIBIT B



Confidentiality Statement

This entire proposal is considered confidential information by Securitas Security Services USA, Inc. and may not be distributed, in whole or in part, to any person, firm or corporation outside of City of Austin. In addition, this proposal may be distributed only to those employees or affiliates within City of Austin who have direct responsibility for the proposal/decision-making process.





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Tools - Pinkerton Vigilance		



Executive Summary



EXECUTIVE SUMMARY

November 29, 2016

City of Austin 124 W. 8th Street Austin, Texas 78701

Reference: Solicitation No: RFP RWS0501

Dear Committee Members,

Securitas Security Services USA is pleased to provide you with a proposal to provide innovative protective services solutions for The City of Austin. We appreciate you including us in this process and hope to have the opportunity to build a long-term partnership with your organization. This executive summary will show you how Securitas is Security Firm Right for the City of Austin because of our Experience, Commitment to Excellence, and inclusion of Technology.

Securitas' proposal provides clear evidence of our Experience and Capabilities:

Securitas is the largest protective services provider in the United States with approximately 90,000 employees. The business philosophy of Securitas USA is to create value and improve quality for our clients, and we achieve these goals through our locally focused lateral organization structure that consists of more than 450 local offices. This creates a strong base that is both flexible and client-oriented. **Securitas USA places great emphasis on empowering local branches to rapidly respond to your needs.** By placing resources at the local level where they can be used most effectively, we strive to create the best foundation to provide meaningful security solutions.

As you will see outlined in our proposal, **Securitas has the experience**, **expertise and manpower to create and provide a high quality protective services program**. Our expertise includes providing protective services in critical infrastructure type-environments guided by **Department of Homeland Security**, **Security Reliability Program (SRP)**, & **Critical Infrastructure Protection (CIP) standards**. <u>Some of our similar clients include the San Antonio Water System (S.A.W.S.) and Texas Department of Transportation (TxDOT)</u>.

We put emphasis on providing our officers in the field with specialized training, supervision and support from our local Austin Branch Office. *Our local branch office has 12 full-time staff supporting our clients and officers and over 700 Security Officers in the Austin Metro Area.* Securitas is proud of our strong reputation and partnerships in Austin, many relationships date back for several decades. Our Central Texas Area Office is strategically located at 505 E. Huntland Drive Austin, Texas 78752. The Area Office provides over 6,000 sqft of operating space to support administration, recruiting, human resources, training, risk management, dispatch, mobile patrol, logistics, field services, and leadership.

We are confident that Securitas is uniquely positioned to provide The City of Austin the service, support, leadership, and innovation necessary for providing long-term protective services. Locally-based Securitas Leaders possess a diverse range of experience that will promote beneficial collaboration with designated members of The City of Austin Security Services Program. Area leaders serve as trusted advisors and subject-matter experts in force protection, risk assessments, threat analysis, electronic security, project management, disaster-recovery, business continuity and corporate security.



Securitas' proposal shows commitment to Excellence and Professionalism:

- Demonstrating our experience and background delivering world-class protective services in a wide-range of
 environments including municipal government, water treatment facilities, corporate/administrative, controlled
 access facilities, and sensitive areas.
- Providing Securitas Vision System at all critical posts for electronic reporting and more
- Protective services innovation evident in both process and technology.
- · Providing cost-effective services and being good stewards of our clients' financial responsibilities.
- Providing a clearly defined roadmap of our ability to recruit, develop and retain professional, quality officers to support The City of Austin.
- Continuing to serve as an organization that actively supports all facets of the Austin Community, including
 involvement in civic organizations, employment opportunities for the diverse population that makes up the
 City of Austin and an unwavering commitment to serve as part of the city's efforts to ensure residents &
 visitors feel safe and secure.
- Demonstrating our experience and ability to execute the transition of protective services during a defined period with minimal disruption of our clients' operations.

Securitas' proposal includes our plan to provide the best financial value based on the published RFP. We have reviewed and closely examined all of the documents associated with *Solicitation No. RFP RWS0501* and are confident that we are best positioned to support, execute, and lead all components of the contract security services program required by The City of Austin.

Based on the plans to award the City of Austin Security Guard Services Contract to a minimum of two (2) qualified vendors, Securitas has positioned ourselves to support any of the respective divisions and leave it up to the City to finalize our award piece should we be fortunate to be selected. Although we are happy to be awarded any locations the city chooses we would like to point out a few key points to the uniqueness of Group A that we would like you to consider first should you decide to choose Securitas but are not 100% which Group to Award to us.

Compelling advantage of select Securitas for Group A (Building Services & Austin Water)

- Building Services: While the RFP allows for an additional 20 hours per week of account management to be billed, Securitas' is foregoing the billing of this function which will be a significant savings to the City of Austin. Our infrastructure already has built in Account Management in our overhead for every client and 20+ hours of Management is included in our standard pricing and we will be hiring a salaried Account Manager for Both Building Services and Austin Water at no cost to either department.
- Our Securitas Vision System is included at all critical posts to provide first class technology and communication. More details on the Vision System in Tools Tab 9.
- Securitas is the only Security Provider in Austin with the extensive experience in Large Accounts which
 require a very unique skill set to provide the level of quality needed at Austin Water as well as Building
 Services. Securitas has more than a 10 accounts locally that require 30 or more officers permanently
 assigned.
- Securitas local management has the unique Critical Infrastructure Experience required to protect the city's water supply with our experience managing the San Antonio Water System.



Securitas' proposal provides security services with the inclusion of Technology and Innovation:

To enhance the service offerings we have included our *Securitas Vision System* to all critical posts to leverage the technology used for The City of Austin's Protective Services Program. As part of our proposed solutions to achieve the program objectives, Securitas has recommended that patrol vehicle(s) be equipped with the Securitas Vision System. This system is part of Securitas' quest to transition to a full-service protective services firm that leverages technology to maximize the support we provide to our clients.

Securitas Vision is designed to provide The City of Austin with a wide-range of customized benefits including:

- Cellphone Communication
- · Electronic Daily Activity Reports
- Electronic Incident Reports
- Electronic Post Orders
- · Patrol Tour Device with "smart tours", NFC tokens that are task-oriented & tailored to meet client needs
- Incident reporting, tracking & trending; Aligned to support CIP Physical Security Plans
- Real-Time Activity Tracking & Alerts
- GPS Tracking/GEO Fencing
- · Photographic Capabilities to Support Incident Reports.
- Electronic Pass Down Logs, Alerts for Post Duty Changes (B.O.L.O.s, etc.)
- Lone-Worker Safety Alerts/Panic Button
- Access to Securitas LMS Portal, Training Modules
- Data Reports, Analysis of Incidents/Activities, Situational Awareness—Beneficial to support DHS, CIP Security Planning & related Risk Assessments
- Working Schedules, Current, Future & Previous Versions
- Complete performance transparency via Securitas Connect Database accessible from our clients' laptops, desktops or other portable devices that interface with internet-based sources.

Again, thank you for your consideration and we look forward to speaking with you further. Please feel free to contact me with any questions or if you require additional information.

Sincerely,

Robert A. Russell, CPP

To. A. Busel

Area Business Development Manager

Securitas Security Services USA, Inc.

505 E. Huntland Drive, Suite 500 Austin, TX 78752

Dave Schiller

Area Vice President

Securitas Security Services USA, Inc.

505 E. Huntland Dr, Austin, TX 78752

^{*}Bid is subject to our enclosed Exceptions.



Tab 1

This solicitation is comprised of the following required sections. Please ensure to carefully read each section including those incorporated by reference. By signing this document, you are agreeing to all the items contained herein and will be bound to all terms.

SECTION NO.	TITLE	PAGES			
0100	STANDARD PURCHASE DEFINITIONS	*			
0200	STANDARD SOLICITATION INSTRUCTIONS	*			
0300	STANDARD PURCHASE TERMS AND CONDITIONS	*			
0400	SUPPLEMENTAL PURCHASE PROVISIONS	12			
0500	SCOPE OF WORK AND ATTACHMENTS	**			
0600	PROPOSAL PREPARATION INSTRUCTIONS & EVALUATION FACTORS	6			
0601	PRICE PROPOSAL FORM – Complete and return	**			
0602	PURCHASING OFFICE EXCEPTIONS FORM – Complete and return	1			
0605	LOCAL BUSINESS PRESENCE IDENTIFICATION FORM – Complete and return	2			
0700	REFERENCE SHEET – Complete and return	1			
0800	NON-DISCRIMINATION CERTIFICATION	*			
0805	NON-SUSPENSION OR DEBARMENT CERTIFICATION	*			
0810	NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING CERTIFICATION	*			
0815	LIVING WAGES CONTRACTOR CERTIFICATION-Complete and return	1			
0835	NONRESIDENT BIDDER PROVISIONS – Complete and return	1			
0900 MBE/WBE PROCUREMENT PROGRAM PACKAGE NO GOALS FORM – Complete, sign (first and second page), and return					

^{*} Documents are hereby incorporated into this solicitation <u>by reference</u>, with the same force and effect as if they were incorporated in full text. The full text versions of the * documents are available on the Internet at the following online address: http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS

If you do not have access to the Internet, you may obtain a copy of these Sections from the City of Austin Purchasing Office located in the Municipal Building, 124 West 8th Street, Room #308 Austin, Texas 78701; phone (512) 974-2500. Please have the Solicitation number available so that the staff can select the proper documents. These documents can be mailed, expressed mailed, or faxed to you.

INTERESTED PARTIES DISCLOSURE

In addition, Section 2252.908 of the Texas Government Code requires the successful offeror to complete a Form 1295 "Certificate of Interested Parties" that is signed and notarized for a contract award requiring council authorization. The "Certificate of Interested Parties" form must be completed on the Texas Ethics Commission website, printed, signed and submitted to the City by the authorized agent of the Business Entity with acknowledgment that disclosure is made under oath and under penalty of perjury prior to final contract execution.

^{**} Documents are hereby incorporated into this solicitation <u>as attached documents</u> with the same force and effect as if they were incorporated in full text.

https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm

The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.

Company Name: Securitas Security Services USA, Inc.

Company Address: 505 E. Huntland Drive, Suite 500

City, State, Zip: Austin, TX 78752

Federal Tax ID No. 71-0912217

Printed Name of Officer or Authorized Representative: Dave Schiller

Title: Area Vice President

Signature of Officer or Authorized Representative:

Date: November 15, 2016

Email Address: dave.schiller@securitasinc.com

Phone Number: 512-329-8778

* Proposal response must be submitted with this Offer sheet (pages 1-3) to be considered for award.*

DTS



ADDENDUM REQUEST FOR PROPOSAL CITY OF AUSTIN, TEXAS

RFP: RWS0501

Addendum No: 1

Date of Addendum: October 28, 2016

This addendum incorporates the following changes, questions and answers to the above-referenced RFP.

I. Questions and Answers:

- 1. (Q) Does this solicitation have subcontracting goals? If we are uncertain if or what subcontractors we will use should we still complete the 0900?
 - (A) This solicitation does not have any subcontracting goals. You still must complete the 0900 Form included in the solicitation packet with either "yes" if you have established subcontractors or "no" if you do not have subcontractors established. After award if you decide to utilize subcontractors you must contact the City's Small and Minority Business Resources Department (SMBR) to complete a Change Request and the related subcontracting paperwork.
- 2. (Q) Does the No Contact Period include solicitations or contracts that proposers are currently working on with other City departments?
 - (A) No, it only includes this specific solicitation.
- 3. (Q) What company currently has this contract?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 4. (Q) For the current contract, what is the per hour contracted amounts for uniformed officers?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 5. (Q) What is the current contracted amount for supervisors?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 6. (Q) What is the current contracted amount for emergency call ins?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 7. (Q) What is the contracted amount for convention services?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request

- 8. (Q) What is the contracted amount for golf cart usages?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 9. (Q) We are working on submitting a proposal for RFP 7400 RWS0501. We are looking to sign the form as mentioned in the below section of the RFP, but are unable to find a clean copy to include in our proposal. Would you be able to point me in the right direction to find this form or send me a clean copy?
 - (A) This question refers to Section 0810, Non-Collusion, Non-Conflict of Interest, and Anti-Lobbying Certification as mentioned in Section 0600, Paragraph 2.d. Please note that this Affidavit is incorporated into the RFP by reference as listed on page 2 of the Offer Sheet. No separate submittal of the form is required with an Offer. Signature of page 3 of the Offer Sheet indicates that the Offeror agrees to the requirements of Section 0810 and any other document incorporated by reference into the RFP.
- 10. (Q) Who is the incumbent?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 11. (Q) For the current contract, can you provide the current turnover rate for the contract?
 - (A) This information has not been provided to the City; therefore, it is not available.
- 12. (Q) Is the contract currently union? This will impact how it is priced.
 - (A) The City is unaware if the employees are union or at will, and this information was not required to be provided to the City.
- 13. (Q) If incumbent personnel are hired, will legacy benefits and current wage rate carry over?
 - (A) Benefits provided to, and wages paid to incumbent personnel hired by a new contractor should be per the new contractor's business practices, subject to Living Wage requirements.
- 14. (Q) Will the contractor who is awarded this contract have to honor the legacy employee's tenure and grandfather their vacations based on their time of service?
 - (A) Benefits provided to incumbent personnel hired by a new contractor should be per the new contractor's business practices.
- 15. (Q) What is the current annual mileage on the security vehicle for pricing purposes?
 - (A) This information was not required to be provided; therefore, it is not available.
- 16. (Q) Is there a specific type of vehicle necessary or is it at the contractor's discretion?
 - (A) There is no specific requirement on the vehicle make or model.
- 17. (Q) In the SOW 3.2.7 it does not state any on the job training requirement for a set number of hours, is there a mandatory number of hours of training per job classification necessary prior to an employee's first day of work? The only location that specifies training hours and the number of hours that can be billed back for training is outline in Attachment D, for the Building Services Department.
 - (A) Training requirements will vary by department/site and will be determined by each department's Contract Manager.

- 18. (Q) Please state the minimum number of hours dedicated to staff ongoing/refresher training annually. Can this be billed back or included in the pricing?
 - (A) Unless otherwise indicated in the Scope of Work Attachments (Department Specific Requirements), the refresher training will be included in the billed pricing. Each department and/or location will differ.
- 19. (Q) Due to ACA compliant medical benefit requirements will this cost be inclusive in our hourly bill rates and is this acceptable?
 - (A) Please include the cost of ACA compliance and other overhead/benefits costs in the rates proposed.
- 20. (Q) Will the average hours per week fluctuate greater than 15% (this is related to staffing and training of additional personnel)
 - (A) The City does not anticipate any large fluctuations in hours; however, as departmental needs change there may be instances in which fluctuations do occur.
- 21. (Q) Will paperless workforce management and tour confirmation cloud based technology be accepted in lieu of traditional pen and paper documentation?
 - (A) Yes, use of paperless workforce management and tour confirmation cloud based technology is acceptable provided that the requirements of the RFP can be met regarding submittal of reporting and of invoicing documentation. The provision and use of any such software application and related hardware would be the responsibility of the Contractor (not billable to the City). Additionally, City departments may have their own required report formats for Contractor's use.
- 22. (Q) Are lunch and two 15 minute breaks to be factored into the pricing? Have these factors been calculated into the number of hours listed per location in the Price Proposal Form?
 - (A) The City recognizes and follows the applicable Federal Guidelines in reference to employee breaks and lunches.
- 23. (Q) Is this a lowest price bid?
 - (A) No, any contract award as a result of this RFP will not be based strictly on the lowest price proposed. Cost is one of several components of the Evaluation Factors that will be used to score Offers. Please refer to Section 0600, Paragraph 6 for details.
- 24. (Q) Will the use of a SMWBE subcontractor factor into the City's decision-making process? Will SMWBE use be included in the Evaluation Factors?
 - (A) Use of M/WBE subcontractors may influence how many points your firm is awarded for Local Business Presence; please refer to Section 0600, Paragraph 6.
- 25. (Q) Does the City have or require an electronic guard monitoring system?
 - (A) The City does not currently have or require an electronic guard timekeeping or GPS monitoring system.
- 26. (Q) Does the City expect Security Guards to detain individuals?
 - (A) No, the City does not expect Security Guards to detain individuals. Guards shall follow the requirements outlined in Section 0500, Paragraph 4.1 for contacting 911 or the appropriate Public Safety organization in the event of an emergency situation or of the occurrence of criminal activity.

- 27. (Q) In section 3.4.5 of the SOW, it requires a vehicle on an as needed basis, can this be directed billed as utilized instead of include in the proposal pricing?
 - (A) Yes, if this requirement arises as-needed instead of on a permanent basis, patrol vehicles can be directly invoiced based on utilization.
- 28. (Q) In section 4.4 of the SOW, it mentions that guard will check-in 15 minutes prior to their shifts for the 2nd and 5th Street Parking Garage booths, it also listed that that time frame would be 30 minutes' prior and after the shift for the Municipal Court and Downtown Austin Court, has that additional time been calculated into the number of hours listed per location in the Price Proposal Form?
 - (A) The additional time for these locations has been included in the hours listed on the Price Proposal Form.
- 29. (Q) In section 3.1 of the ACCD Attachment A, it stipulates that ACCD may use up to 4,000 annual hours of additional guard services to supplement ACCD Security, will those hours need to be factored into our pricing and would we bill them as the service is rendered?
 - (A) The number of hours provided is an estimate and "up to" only, based on historical and forecasted usage. Actual hours will be event-driven and based on the requirements of ACCD's client (customer), therefore fluctuations may occur. Thus these hours could not be included in pricing. All services will be paid upon completion of services and receipt of correct invoices.
- 30. (Q) In the Security Guard Services for Austin Water, section 7.1 under contractor qualifications it stipulates that experience shall have occurred in the contractor's service region that includes the Central Texas area. We as a company meet all of the requirements having provided security services in Texas, Oklahoma and Missouri so is that acceptable though the majority of our business is in Oklahoma? Also of note, we would be teaming with a local Austin Based company for this solicitation.
 - (A) The experience has to apply to the same office that will be managing this contract.
- 31. (Q) As per section 3.3 of the SOW, can you elaborate with regards to what the uniform requirements would be for each location, this could have a significant impact our pricing based on what type is needed and if any seasonal uniforms are to be included. Will there be a change in the law enforcement style from long sleeve to short sleeve?
 - (A) It is not possible to completely delineate the uniform requirements for each location. As is stated in Section 0500, Paragraph 3.3.2, uniforms will be approved by each department's Contract Manager based on site requirements and/or event type.
- 32. (Q) As per section 3.2.6 of the SOW, is there a requirement such a medical exam or other method to quantify that all potential employee's assigned to this account meet the physical requirements as outlined in the SOW or is it at the company's discretion.
 - (A) The means of fulfilling the requirements of Section 0500, Paragraph 3.2.6 is at the vendor's discretion. Business practices, such as a medical exam or other processes, are up to the firm.
- 33. (Q) Besides vehicles, cellphones, personal protective equipment, and flashlights will the contractor be responsible for providing any other equipment?
 - (A) There is no other requirement for equipment.

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- 34. (Q) As per the contract closeout and transition plan, will the new contractor need to provide 120-day transition plan with the RFP submission?
 - (A) No, there is no need to provide a 120-day transition plan with the Offer. This requirement will be incorporated into any contracts resulting from this RFP.
- 35. (Q) Per section 2.2 Attachment A, it outlines that the security contractor may need to provide radios and or cellphones on occasions for service at the ACCD. Can you provide an estimate of each?
 - (A) ACCD Security: For small and most medium-sized events, ACCD Security Division will have sufficient radios available. For the larger events, ACCD Security will coordinate with the Contractor to provide supplemental radios or cell phones. ACCD Parking: ACCD Parking will provide the radios needed for the Security Guards. If ever a need arises, ACCD Parking will coordinate with the Contractor to provide supplemental radios or cell phones.
- 36. (Q) Will the staff need to be CPR, 1st Aid, AED certified?
 - (A) This is not a requirement; however, these skills may benefit Guards in performance of their duties in case of an emergency.
- 37. (Q) Will the staff need to be certified in the use of OC Spray, Baton or handcuffs?
 - (A) This is not a requirement.
- 38. (Q) Will the \$13.50 Living Wage outlined in Section 0815, be the minimum wage for all locations?
 - (A) Yes, the \$13.50 Living Wage outlined in Section 0815 is the required minimum for all locations.
- 39. (Q) Tab One Requests signed addendums, all pages which are the addendums?
 - (A) This is the first Addendum to this RFP; no Addendums were included in the RFP. Addendums are a means of making notifications, changes, and clarifications to the RFP. Any Addendums issued should be signed by vendors and submitted as part of the response to this RFP.
- 40. (Q) Is the Price Proposal Form a part of the RFP that needs to be completed and returned?
 - (A) The Price Proposal Form must be completed and submitted as part of the response to this RFP.
- 41. (Q) What format should be used to submit financials?
 - (A) Financials should be submitted in two formats: (1) electronic version on flash drive as a separate document, and (2) hard copy version provided in a separate sealed envelope.
- 42. (Q) What is the current quantity of golf carts required?
 - (A) The current quantity of golf carts required is one (1) for the Building Services Department and six (6) for Austin Water.
- 43. (Q) How will guard training and orientation be provided, in accordance with Section 0500, Paragraph 5.2?
 - (A) Setting requirements for Guard training and orientation will be the responsibility of each department's Contract Manager. The requirements may be dependent on

- the Guard's ability to quickly learn information, and may vary by site depending on the size of the facility/location and use of any needed equipment.
- 44. (Q) Section 0500, Paragraph 2.1.6 requires a Texas Department of Public Safety Manager's certification for a Supervisor/Lead Security Guard. How is this reconciled with the requirement in Section 0500, Attachment E for a DPS Non-Commissioned Security Officer Level II certification for Austin Water?
 - (A) Per Section 0500, Paragraph 6, in the event of any conflict between Scope of Work requirements and provisions in the Scope of Work Attachments, the applicable Attachment prevails.
- 45. (Q) Is the City's contract template included in the RFP?
 - (A) No, the City's contract template is not included in the RFP; however, the contents of the successful Offer(s) will become part of the resulting contract. Provisions that will be included in any contract resulting from this RFP can be found in Sections 0400 and 0500 (included in the RFP) and in Section 0300 (incorporated into the RFP by reference).
- (Q) Can you please provide further clarification regarding the No-Contact Period?
 The No-Contact Period commenced when the RFP was issued (October 10, 2016), and remains in effect until City Council approves any contract awards and until all of the resulting contracts are executed by the City. During the No-Contact Period, the only communication from vendors to the City and from the City to vendors regarding this RFP shall flow through the persons designated on the first page of the Offer Sheet as Authorized Contacts. Any violation of the No-Contact Period will result in disqualification of offers. For the entire policy, please click on the "Anti-Lobbying Ordinance" and "Anti-Lobbying Notice of Amended Rule for

Enforcement" located on the following site: https://www.austintexas.gov/department/purchasing

- 47. (Q) Please provide further clarification on exceptions taken to the RFP.
 - (A) Please refer to Section 0602, Purchasing Office Exceptions Form, included in the RFP. Offerors are to indicate on this form whether or not they are taking any exceptions to any sections of the RFP. If exceptions are taken, space is provided on the form to detail those exceptions, propose alternative language and furnish justification. If no exceptions are indicated on this form or the form is not returned with the Offer, the City will presume that no exceptions will be taken. The City may deem an Offer non-responsive if exceptions are not indicated on the Section 0602, Purchasing Office Exceptions Form, but are taken later.
- II. <u>Additional Contact:</u> Additional Authorized Contacts have been added to this solicitation for contractual and technical issues. Additional Authorized Contacts include:

Primary Contact:
Roger Stricklin
Corporate Contract Administrator
(512) 974-1727
Roger, Stricklin@austintexas.gov

Secondary Contacts:
Danielle Lord
Corporate Purchasing Manager
(512) 974-2298

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Danielle.Lord@austintexas.gov

Matt Duree Buyer Specialist Supervisor (512) 974-6346 Matt.Duree@austintexas.gov

- III. Attached is the sign-in sheet from the Pre-Proposal Meeting on October 20, 2016 at 9:00 AM.
- IV. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:

Roger Stricklin, Corporate Contract Administrator

Purchasing Office

ACKNOWLEDGED BY:

Authorized Signature

1/- 2/-/6 Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.

IASING OFFICE MEETING SIGN-IN SHEET	ices Meeting Date: October 20, 2016	Place/Room: Purchasing Office Conference Room, Municipal Building	Please Print Legibly	Company/Agency/Dept Phone Email	COA Zuilding size 1974-3599 water younglowed @ rusteres gov	WHITED REPETUR SERVICES 805-5445 PUNIZ. Adams @ UNITED- PERTETIVE. COM	EMERALD DI INC (537,9360) dhonged fleneral DE (On	Treastate reserved 214,304 44,20 410 Brown Lax 211.24	12) eta 5 200	404-4125 Q1 cells(3) \$1/4-404	1405 Security 469 7662374 1342. 0/8/92 @ woldasened.on	3		10	Auster Where and michel methy and Le	-	
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Buyer: Roger Stricklin Buyer: Roger Stricklin Slaic Rankin Sm PURCHAS Buyer: Roger Stricklin All Cleven All All All Cleven All All All All All All All All	PURCHASING OFFICE MELTING SIGN-IN SHEET Bard Services Meeting Date: October 20, 2016 Please Print Legibly Please Print Legibly Municipal Building Please Print Legibly AUM 7556 Company/Agency/Dept. Phone Municipal Building Please Print Legibly AUM 7556 Company/Agency/Dept. Phone Print Legibly AUM 7556 Changony/Agency/Dept. Property Company AUM ACC AUM ACC AUM ACC ACC ACC

PURCHASING OFFICE MEETING SIGN-IN SHEET	
RFP & Description: RWS0501 — Security Guard Services Meeting Da 20, 2016	Meeting Date: October 20, 2016
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ADDENDUM REQUEST FOR PROPOSAL CITY OF AUSTIN, TEXAS

	RFP:	RWS0501	Addendum No: 2	Date of Addendum:	November 14, 2016
	This a	ddendum incorporates	the following change to the	above-referenced RFP.	
	I.	PROPOSAL DUE DA	TE AND TIME		
		The proposal due da 2:00 PM CST Novem	ate and time is extended f ber 29, 2016.	om 2:00 PM CST Nove	mber 15, 2016 to
	П.	ALL OTHER TERMS	AND CONDITIONS REMA	N THE SAME.	
	APPRO	OVED BY:	Roger Stricklin, Corporate Purchasing Office	o e Contract Administrator	<u>11/14/2016</u> Date
(ACKNO Seca Vendor	OWLEDGED BY: IN to Securty Name	Authorized Signature		//- 21./6 Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.



ADDENDUM REQUEST FOR PROPOSAL CITY OF AUSTIN, TEXAS

RFP: RWS0501

Addendum No: 3

Date of Addendum: November 16, 2016

This addendum incorporates the following questions and answers to the above-referenced RFP.

I. Questions and Answers:

- 1. (Q) The hours on the Price Proposal Form and the Department Attachments are off by over 4,500 hours. We took the schedules provided in the Attachments to come up with the hours required and get the following results. Would you please provide clarification on the hours we are to price. Per Section 0500, Paragraph 6, in the event of any conflict between Scope of Work requirements and provisions in the Scope of Work Attachments, the applicable Attachment prevails. So should we price the hours based on the schedules in the Attachments?
 - (A) Please refer to the updated Section 0601, Price Proposal Form for corrected hours to use for pricing. This replaces the Price Proposal Form originally issued with the RFP.
- (Q) On the Scope of Work for Austin Water Section 2.1.1.1 indicates the Lead
 Officer works from 7a-3:30p at Waller Creek but Section 2.1.9 indicates the Lead
 Officer works doing utility wide site patrols. Please explain where the Lead Officer
 works.
 - (A) The lead doubles as the 1st shift patrol officer during his/her shift. We would expect the lead to be able to do some patrol tasks which involves checking on officers from site to site.
- 3. (Q) On the Scope of Work both City Hall and the Municipal Building require coverage on an "as needed" basis but they are not listed on the Price Proposal Form. What rate would apply to this coverage?
 - (A) This coverage is only ordered by the City as required. Depending on the amount of notice given by City and the hours worked, the applicable rate could be Regular, Non-Regular, Holiday or Emergency. This scheduling listed for "as needed" services is provided as information only and is not expected to be entered in the Price Proposal Form, since "as needed" hours are not included on that Form.
- 4. (Q) In section 4.4, of Attachment A of the Scope of Work, it states that "15 minutes prior to the schedule start of shift, Guards for both the 2nd and 5th Street Parking garages shall check-in at the 5th Street Parking Garage booth with ACCD Parking Staff." Would the City please confirm that this time is billable to the City?

- (A) It is correct that this time is billable to the City.
- 5. (Q) Section 2.2.6 of the Scope of Work addresses overtime and states that "The Overtime Rate shall be based on the Security Guard's scheduled work at individual departments, not on a combination of work at two or more departments. For example, Austin Convention Center Department (ACCD) will pay the overtime rate if ACCD requested the Security Guard to work exceeding his/her ACCD scheduled weekly working hours". However, section 2.2.8 states that "the City may require Security Guards to be held over for up to two hours after any shift and at the Regular Hours Rate". Would the City please confirm that if the officer is requested to hold over after any shift and the officer exceeds their scheduled weekly working hours, that the additional time is billable to the City at an overtime rate, as identified in section 2.2.6?
 - (A) The provisions of Paragraph 2.2.8 of the Scope of Work apply until the officer exceeds their scheduled weekly working hours. Thereafter the officer's time is billable at the Overtime rate.
- 6. (Q) Section 3.2.7 of the scope of work briefly outlines training for the officers. Would the City please provide the minimum number of hours for pre-assignment training each officer must receive? Additionally, would the City please identify the minimum number of hours of on the job training required by each department?
 - (A) Training requirements will vary by department/site and will be determined by each department's Contract Manager.
- 7. (Q) Section 3.2.8.3 of the scope of work identifies the experience requirements for the supervisors/lead guards. Do the current supervisors/lead guards meet these requirements today?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 8. (Q) Is it the City's expectation that the Single Point of Contact for the program is dedicated to the contract or can the person have other responsibilities for the organization?
 - (A) The Single Point of Contact can have other responsibilities but must meet the requirements of the Scope of Work.
- 9. (Q) Section 3.3.9 of the scope of work states that the contractor is "responsible for any theft or property damage occurring at any site staffed by a Security Guard during hours of service due to negligence or dereliction of duty, as determined by the DCM." Will the City have an appeal process if the contractor believes that they have been improperly assessed by the DCM? If so, who will mediate between the contractor and the DCM?
 - (A) The City's Dispute Resolution process is identified in Section 0300, Paragraph 48. Section 0300 is incorporated into this RFP by reference.
- 10. (Q) Section 3.5.1.5 of the scope of work states that the City may "Change, add, or drop sites with at least 24 hours' notice at the Regular Hours Rate." and the next subsection states that "If the City adds or reduces the number of Security Guards

without at least 24 hours' notice to the Contractor, the Contractor may invoice at the Non-Regular Hours Rate. After one day of the change, the Contractor shall resume invoicing at the Regular Hours Rate". However, section 2.2.5 states that the hourly bill rate for services scheduled less than three calendar days prior to the start date are billed at the non-regular hours rate. Would the City please confirm that any additional hours requested with less than three calendar day notice is billable at the overtime bill rate?

- (A) Additional services requested with less than three calendar days of notice may be billable at the Non-Regular rate unless the Contractor agrees to charge the Regular rate.
- 11. (Q) I have a question about the Account Manager role for Group A. The estimated monthly hours are 20. Is that a typo? Usually, that position is a 40 hour per_week position. Can you please clarify? Also, will there be another addendum coming out?
 - (A) Please provide pricing based on the hours currently shown in Section 0601, Price Proposal Form. After the receipt of proposal the City may entertain discussions on modifying the Account Manager's hours.
- 12. (Q) Are proposers expected to use the attached form to submit our pricing?
 - (A) This question refers to Section 0601, Price Proposal Form. Yes, this is the document that Offerors are required to use to submit their pricing for those hours specifically listed in Section 0601. In order to be certain that you have the most up to date form, please utilize Vendor Connection and download the Price Proposal Form that is attached to the RFP:

 https://www.ci.austin.tx.us/financeonline/vendor_connection/index.cfm. Please note however, that Section 0600, Proposal Preparation Instructions & Evaluation Factors, allows for submittal under Tab 7 of any itemized additional services your company can offer and the associated prices and/or discounts offered to the City. Such submittals should be provided within that tab using a format other than the Section 0601 Price Proposal Form.
- 13. (Q) Section 0500, p. 2, 2.1.6 states that the Supervisor or Lead Security Guard must have a minimum of 5 years' experience in security services in a similar environment. However, Section 0600, p. 2, Tab 3, b. states that all employees are required to have a minimum of five years' experience in security, loss prevention, or law enforcement -- with a security education or degree counting toward one year of experience. Please clarify if only the Supervisor or Lead Security Guard are required to have 5 years of experience, or if all security officers assigned to the City of Austin contract must have 5 years of experience.
 - (A) All employees that will perform work under any contract awarded are required to have a minimum of five years' experience in security, loss prevention, or law enforcement -- with a security education or degree counting toward one year of experience. The Supervisor/Lead Security Guard is further required to have their minimum five years of experience in a working environment similar to that described in the Scope of Work, as well as possessing their Texas Department of Public Safety Manager's certification. These minimum years of experience apply unless different from the specific departmental requirements listed in the attachments to the Scope of Work, in which case the specific departmental requirements prevail.

- 14. (Q) Section 0500, p. 4, 3.2.6.1-3 seems to indicate that officers must pass a "fit for duty" test administered by a licensed health official. Please clarify how this should be administered and how the company shall prove the officers have met these qualifications if "fit for duty" testing is not required.
 - (A) Contractors may choose a means of meeting this requirement per their current practices. According to Paragraph 5.1 of the Scope of Work, the City may review Contractor records and procedures to "ensure personnel being assigned to the City Contract are fully qualified to perform under the Contract." Additionally, right to audit provisions are shown in Section 0300, Paragraph 17, Incorporated into the RFP by reference.
- 15. (Q) Section 0500, p. 7, 3.5.1.4.4 states that the Supervisor/Lead Security Guard must be on site during the initial posting for Special Events, as well as every shift change, but is not required to remain for the entire event or shift. Is it acceptable to require the Supervisor to be on site during the initial posting, and available by phone for the remainder of the event without having to return for every shift change?
 - (A) This will largely depend on the size of the show and the number of Security Guards needed for each show. Historically, ACCD has found that when using a significant number of guards, issues and problems are minimized when the Supervisor/Lead is onsite during shift changes. ACCD will coordinate with the Contractor during the pre-event planning phase to determine when and if the Supervisor/Lead will need to be on site during each shift-change. If ACCD agrees that Supervisors/Leads do not need to be onsite during shift changes, ACCD will waive this requirement in writing. In the absence of a written waiver by ACCD, the Supervisors/Leads will be required onsite during shift changes.
- 16. (Q) Section 0500-ATT F, p. 1, 1.1 states 24/7 patrolling services is required at various locations throughout the contract period; this equates to a minimum of 168 hours per week. However, in Section 0601: Price Proposal Form, under the Parks and Recreation Department portion, patrol services are estimated at 84 hours per month, or approximately 20 hours per week; this would align with 2.2 of Section 0500-ATT F that requires three random visits during a 24-hour period (assuming the visits to the two listed locations last approximately 30 minutes). Please clarify which weekly hour total is correct.
 - (A) The total shown in Section 0601, Price Proposal Form is correct (estimated at 84 hours per month). The statement in Attachment F, Paragraph 1.1 regarding 24 hour patrolling services is only for information.
- 17. (Q) Section 0600, p. 2 under Tab 3 Experience & Qualifications, b. states that resumes must be provided for all employees who will perform work under the resulting Contract. Additionally, Section 0815: Living Wages Contractor Certification requests the names and job titles of all officers directly assigned to the Contract. Without being the incumbent and having access to incumbent personnel's information in order to determine the number of new officers needed, is it acceptable for respondents to provide resumes and living wages certification for those employees that will be in managerial positions only? If this is not acceptable, can you please provide the names and job titles of all officers currently assigned to the contract?
 - (A) Section 0815 requires identification of all employees who will be directly assigned to work under any contract resulting from this solicitation, not just management. Directly assigned is defined as Contractor employees that are named or identifiable in the Contract, named or identifiable in the order, named or identifiable



in the invoice, or named or identifiable in some other deliverable. Any current employee that will be so assigned shall be listed on the certification.

Information on names and job titles of all officers currently assigned to the contract can be obtained via a public information request. http://www.austintexas.gov/public-information-request

- 18. (Q) Are all Supervisor/Lead Security Guards required to complete the Texas Department of Public Safety Manager's certification, or only the Account Manager?
 - (A) This certification requirement is specific to the Supervisor/Lead Security Guards.
- 19. (Q) What are the current pay rates and bill rates for all positions for this project?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 20. (Q) What are the names of the suppliers currently performing the work for this contract and at which departments?
 - (A) This information is available via a public information request. http://www.austintexas.gov/public-information-request
- 21. (Q) If incumbent officers are hired by the new supplier, will they meet the qualifications as laid out within the RFP, or will they be grandfathered for background checks, training, and testing?
 - (A) Decisions regarding background checks, training, and testing should be made per the new contractor's business practices.
- 22. (Q) Only Austin Water distinguishes between guard levels I, II and III. Are all the other departments only using Level I guards?
 - (A) The classifications of Security Officers I, II and III are unique to Austin Water. These are job titles and not Level designations. The Level requirements for other departments are listed in the Scope of Work.
- II. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:

Roger Stricklin, Corporate Contract Administrator

Date

11/16/2016

Purchasing Office

ACKNOWLEDGED BY:

Securities Security Sie

Authorized Signature

11-21-1

Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.



ADDENDUM REQUEST FOR PROPOSAL CITY OF AUSTIN, TEXAS

RFP: RWS0501

Addendum No: 4

Date of Addendum: November 21, 2016

This addendum incorporates the following question and answer to the above-referenced RFP.

I. Questions and Answers:

- 1. (Q) In receipt of the most recent Addendum (No 3.) whereby it states that every officer must have 5 years of experience for them to service this program, this requirement is highly unusual and would not be feasible for any one security company to support given the size of this program. Delivering to you 90 officers with 5 years of experience would be virtually impossible to service especially when you consider the need for event staffing for the Convention Center. We absolutely agree that the supervisors would need to have this experience. However, we are asking you to reconsider this requirement for all officers.
 - (A) The City has reconsidered the five-year experience requirement and is willing to accept a minimum of one year of experience for Security Guards. Additionally, the City is willing to accept a minimum of three years of experience for Supervisors/Lead Security Guards.

Please note that, per Section 0500 Scope of Work, Paragraph 6, Specific Departmental Requirements still prevail if they deviate from the minimum years of experience stated in this Addendum.

II. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

APPROVED BY:

Roger Stricklin, Corporate Contract Administrator

Purchasing Office

11/21/2016

Date

ACKNOWLEDGED BY:

Vendor Name

Authorized Signature

Date

055

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.

Section 0605: Local Business Presence Identification

A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years, currently employs residents of the City of Austin, Texas, and will use employees that reside in the City of Austin, Texas, to support this Contract. The City defines headquarters as the administrative center where most of the important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation.

OFFEROR SHALL SUBMIT THE FOLLOWING INFORMATION FOR EACH LOCAL BUSINESS (INCLUDING THE OFFEROR, IF APPLICABLE) TO BE CONSIDERED FOR LOCAL PRESENCE.

NOTE: ALL FIRMS MUST BE IDENTIFIED ON THE MBE/WBE COMPLIANCE PLAN OR NO GOALS UTILIZATION PLAN (REFERENCE SECTION 0900).

USE ADDITIONAL PAGES AS NECESSARY OFFEROR:

Name of Local Firm:	Securitas Security Services USA, Inc		
Physical Address:	505 E. Huntland Drive #500 Austin, Texas 78752		
Is your headquarters located in the Corporate City Limits?	Yes		No
OR			
Has your branch office been located in the Corporate City Limits for the last 5 years?	Yes	J	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes		No

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Section 0605 RWS0501

Page 1

SUBCONTRACTOR(S):

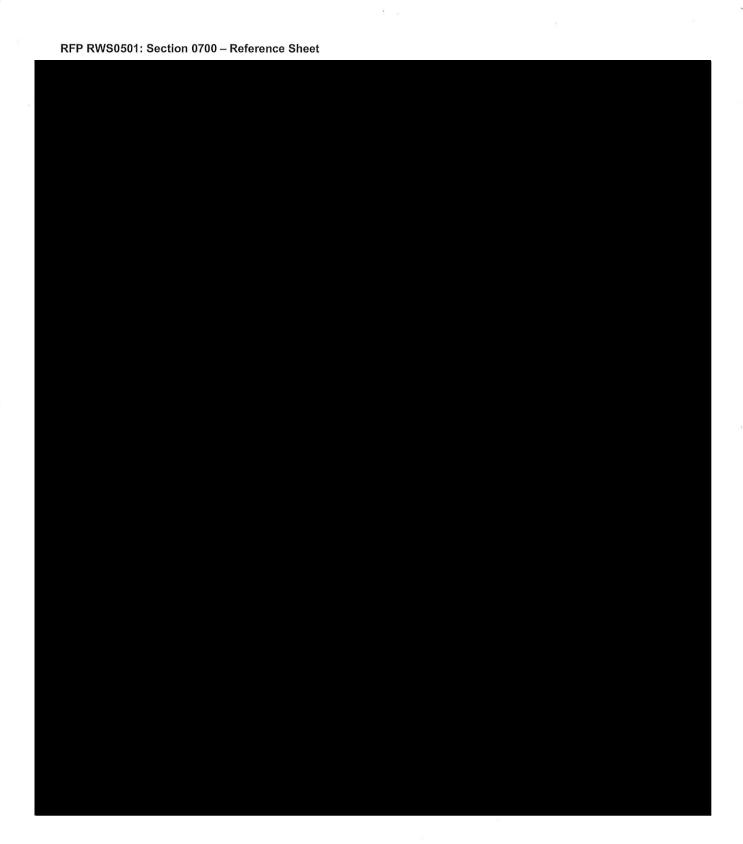
Name of Local Firm:	N/A	
Physical Address:		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
	OR	'
Has your branch office been located in the Corporate City Limits for the last 5 years?	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

SUBCONTRACTOR(S):

Name of Local Firm:	N/A	
Physical Address:		
Is your headquarters located in the Corporate City Limits? (circle one)	Yes	No
	OR	x
Has your branch office been located in the Corporate City Limits for the last 5 years	Yes	No
Will your business be providing additional economic development opportunities created by the contract award? (e.g., hiring, or employing residents of the City of Austin or increasing tax revenue?)	Yes	No

95-S.









Section 0815: Living Wages Contractor Certification

Company Name: <u>Securitas Security Services USA, Inc.</u>

Pursuant to the Living Wages provision (as defined in Section 0400, Supplemental Purchase Provisions) the Contractor is required to pay to all employees directly assigned to this City contract a minimum Living Wage equal to or greater than \$13.50 per hour.

The below listed employees of the Contractor who are directly assigned to this contract are compensated at wage rates equal to or greater than \$13.50 per hour.

Employee Name	Employee Job Title
TBD	*Securitas will leverage our internal resources to ensure we achieve
	6

USE ADDITIONAL PAGES AS NECESSARY

- (1) All future employees assigned to this Contract will be paid a minimum Living Wage equal to or greater than \$13.50 per hour.
- (2) Our firm will not retaliate against any employee claiming non-compliance with the Living Wage provision.

A Contractor who violates this Living Wage provision shall pay each affected employee the amount of the deficiency for each day the violation continues. Willful or repeated violations of the provision or fraudulent statements made on this certification may result in termination of this Contract for Cause and subject the firm to possible suspension or debarment, or result in legal action.

085

Section 0835: Non-Resident Bidder Provisions

Company Name: Securitas Security Services USA, Inc.

A. Offeror shall answer the following questions in accordance with Vernon's Texas Statues and Codes Annotated Government Code 2252.002, as amended:

Is the Bidder/Offeror that is making and submitting this Bid/Offer a "Resident Bidder/Offeror" or a "non-resident Bidder/Offeror"?

Answer: Non-Resident Bidder

Answer: No

Answer: _

- (1) Texas Resident Bidder/Offeror- A Bidder/Offeror whose principle place of business is in Texas and includes a Contractor whose ultimate parent company or majority owner has its principal place of business in Texas.
- (2) Nonresident Bidder/Offeror- A Bidder/Offeror who is not a Texas Resident Bidder/Offeror.
- B. If the Bidder/Offeror is a "Nonresident Bidder/Offeror" does the state, in which the Nonresident Bidder/Offeror's principal place of business is located, have a law requiring a Nonresident Bidder/Offeror of that state to Bid/Offer a certain amount or percentage under the Bid/Offer of a Resident Bidder/Offeror of that state in order for the nonresident Bidder/Offeror of that state to be awarded a Contract on such Bid/Offer in said state?

Which State: New Jersey

C. If the answer to Question B is "yes", then what amount or percentage must a Texas Resident Bidder/Offeror Bid/Offer under the Bid/Offer price of a Resident Bidder/Offeror of that state in order to be awarded a Contract on such Bid/Offer in said state?

255

Section 0900: Minority- and Women-Owned Business Enterprise (MBE/WBE)

No Goals Form

The City of Austin has determined that no goals are appropriate for this project. Even though goals were not assigned

SOLICITATION NUMBER:

PROJECT NAME:

Section 0900

RWS0501

Security Guard Services

for this solicitation, the Offeror is required to comply with the City's MBE/WBE Procurement Program, if areas of Subcontracting are identified.		
If any service is needed to perform the Contract and the Offeror does not perform the service with its own workforce or if supplies or materials are required and the Offeror does not have the supplies or materials in its inventory, the Offeror shall contact the Small and Minority Business Resources Department (SMBR) at (512) 974-7600 to obtain a list of MBE and WBE firms available to perform the service or provide the supplies or materials. The Offeror must also make a Good Faith Effort to use available MBE and WBE firms. Good Faith Efforts include but are not limited to contacting the listed MBE and WBE firms to solicit their interest in performing on the Contract, using MBE and WBE firms that have shown an interest, meet qualifications, and are competitive in the market; and documenting the results of the contacts.		
Will Subcontractors, Sub-consultants, or Suppliers be used to perform portions of this Contract? (Check the box that is applicable below and follow the instructions as indicated; only check one box.)		
If NO, please sign the No Goals Form and submit it with your Offe	er.	
If <u>YES</u> , please contact SMBR to obtain further instructions and an availability list and perform Good		
Faith Efforts. Complete and submit the No Goals Form and the N Offer in a separate sealed envelope.	o Goals Utilization Plan with your	
After Contract award, if your firm Subcontracts any portion of the Contract, it is a requirement to complete Good Faith Efforts and the No Goals Utilization Plan, listing any Subcontractor, Sub-consultant, or Supplier. Return the completed Plan to the Project Manager or the Contract Manager. I understand that even though goals were not assigned, I must comply with the City's MBE/WBE Procurement		
Program if Subcontracting areas are identified. I agree that this No Goals Form and No Goals Utilization Plan shall become a part of my Contract with the City of Austin.		
Securitas Security Services USA, Inc.		
Company Name		
Dave Schiller - Area Vice President		
Name and Title of Authorized Representative (Print or Type)	*	
	November 23, 2016	
Signature	Date	

RWS0501

Page 1

SOLICITATION NUMBER: RWS0501 PROJECT NAME: Security Guard Services PRIME CONTRACTOR / CONSULTANT COMPANY INFORMATION Name of Contractor/Consultant Address City, State Zip **Phone Number Fax Number** Name of Contact Person Is Company City certified? Yes No 🗌 MBE [WBE [MBE/WBE Joint Venture certify that the information included in this No Goals Utilization Plan is true and complete to the best of my knowledge and belief. I further understand and agree that the information in this document shall become part of my Contract with the City of Austin. Dave Schiller, Area Vice President Name and Title of Authorized Representative (Print or Type) November 23, 2016 **Signature** Provide a list of all proposed Subcontractors / Sub-consultants / Suppliers that will be used in the performance of this Contract. Attach Good Faith Effort documentation if non MBE/WBE firms will be used. Sub-Contractor / Sub-Consultant City of Austin Certified MBE 🗌 WBE 🗌 Ethics / Gender Code: □ Non-Certified Vendor ID Code Contact Person Phone Number Amount of Subcontract \$ List commodity codes & description of services Sub-Contractor / Sub-Consultant City of Austin Certified MBE \square WBE \square Ethics / Gender Code: ☐ Non-Certified Vendor ID Code Contact Person Phone Number Amount of Subcontract \$ List commodity codes & description of services FOR SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT USE ONLY: Having reviewed this plan, I acknowledge that the Offeror (HAS) or (HAS NOT) complied with City Code Chapter 2-9A/B/C/D, as amended. Reviewing Counselor_ Date Director/Deputy Director Date

Minority- and Women-Owned Business Enterprise (MBE/WBE) Procurement Program No Goals Utilization Plan

(Please duplicate as needed)

Section 0900 RWS0501 Page 2



Tab 2 – Business Organization



Company Profile & Business Philosophy

We protect homes, workplaces and society. Our core business is security services. The main service offering categories are specialized guarding, mobile security services, remote monitoring and consulting and investigation services.

Global Revenue \$9.6 Billion (2015)

Employees 310,000

Number of Countries in Operation 54

U.S. Revenue \$3.7 Billion (2015)

U.S. Employees 83,000

U.S. Local Branch Manager 490+

% of Fortune 1000 companies serviced 80%



Services Capabilities

- Static Guarding (Armed & Non)
- National Temporary Services
- Security Patrols
- Global & National Accounts
- Security Technology Support
- Fire Patrol and Equipment Checks
- Emergency Medical Response
- Console Operations
- Supply Chain/Logistics Security
- Alarm & Incident Response

- Consulting & Investigative Services
- Intelligence Services
- Executive Protection
- Special Event Security
- Reception/Concierge Services
- Facilities Badging and Identification Services
- · Crisis Center Management
- Background/Employee Screening
- Government Mandated Compliance
- Specialty Services
- Corporate Risk Management



Key Market Specializations

- Manufacturing Facilities
- Healthcare
- Financial Services
- Logistics & Transportation
- Food Services
- Energy
- Aerospace & Defense
- Residential & Construction
- Maritime
- Government

- Retail
- High Tech
- Education
- Hospitality & Tourism
- Entertainment & Events
- High Rise & Commercial Real Estate
- Petrochemical
- Cultural
- Gated Community



Business Philosophy

Aspect	Definition	
Mission	To protect homes, workplaces and communities by providing the security they need to protect their assets, safeguard their people and maintain their ability to generate profits.	
Values	Integrity: Honesty, forthrightness, full compliance	
	Vigilance: Alertness, awareness, timely detection & correction	
	Helpfulness: Actions 'above & beyond', responsiveness, assistance	
Strategies (Securitas USA Diamond Box)	The Diamond Box: The Securitas USA framework to create value and improve quality for our clients. The four components are:	
Security Cilent Services Business The Distributed Box	Security—Be a Security Professional: Continuously Improve your security knowledge so clients can focus on core business.	
	 Services—Provide Optimal Service: Create a mutually beneficial partnership. 	
	Business—Build Meaningful Partnerships: Create a business relationship that is a win-win.	
	 Client—Understand Clients Security Needs: Build a security program that is in line with client expectations and profile. 	



Protective Services

Our goal is to drive efficiencies within a client's security program, and offer leading edge solutions. Protective Services includes On-site Guarding, Mobile Guarding, Remote Guarding, Electronic Security, Fire & Safety, and Corporate Risk Management. All are offered by one company, Securitas, with a single point of contact.

Integrated Guarding

We continually strive for methods to meet each client's unique security requirements while keeping the client's business goals and budget in mind. We are dedicated to using our resources and experience to create security solutions that address the rising costs of the security profession.













The solution is Integrated Guarding, which can combine all three or any combination of our guarding services — On-site, Mobile and Remote — to provide a comprehensive, cutting-edge security program. Through our coast-to-coast footprint, Securitas and its affiliates can offer an all-inclusive approach, and provide not just the officers and the technology, but a flexible security plan to handle all aspects of your organization's security objectives.

The benefits of Integrated Guarding include:

- Cost efficiencies without compromising your security program.
- Flexibility with customized security solutions.
- A single provider for all your security services.



On-site Guarding



We know that every business environment has different security needs, which is why we have leveraged our knowledge and expertise to develop a variety of guarding functions to meet your requirements. After performing an *Operational Analysis*, we recommend services that best fit your situation. These may include:

- Reception/concierge services.
- Console operations.
- · Special event guarding.
- · Fire patrol and equipment checks.
- Alarm and emergency response.
- Facilities badging and identification services.
- · Transportation and parking coordination services.
- Customized and site-specific security functions.

Through **SecuritasConnect**, you can have full visibility and control over your security program. This is your window to view your site's security, at any time of the day or night.

SecuritasVision saves time and confirms compliance of your security operations, policies and best practices, as well as improving communication and officer accountability.

Mobile Guarding



Mobile Guarding

Mobile Guarding allows sites of all sizes to have access to the world-class protection, high-caliber officers and advanced technologies that make Securitas the knowledge leader in security.

Mobile Guarding Officers – Specially-trained, vigilant and helpful officers check in at random but regimented times to fulfill post orders, inspect the property and assist staff as necessary.

Alarm Response - Mobile Guarding officers can respond to alarms and react with the appropriate response required by the situation. Mobile Guarding by Securitas offers comprehensive security through innovative and cost-effective packages. Cutting-edge technology and software, combined with specially trained Mobile officers, creates real-time security that helps prevent incidents, optimize security officers' time and reduce costs. When you rely on Mobile Guarding to monitor your facility, you know the first response will be appropriate.



Remote Guarding



combination of smart technology and our security expertise creates unprecedented efficiency to help protect your facility 24/7.

Real-time security programs are achieved when video cameras, video analytics, monitoring centers and security officers work together as one

When you have Remote Guarding managed by Securitas, we act on incidents in real-time and can deter trouble before it happens. The

integrated force. Potential threats are spotted by cameras and automatically analyzed based on predefined criteria. When necessary, an operator is alerted who then takes immediate action to prevent or minimize damage. We continually identify areas for creating efficiencies both in preventing incidents and lowering resource demand.

Alarm Verification - gives you the shortest possible response time when an incident occurs. Cameras will scan your premises and parking lots for unauthorized activity and potential threats, advise status and deliver an audible message that security is monitoring in real-time.

Remote Employee Escort - utilizes live video surveillance with audio notification to provide a safe environment as employees arrive and depart the area. In other situations, we can monitor visitors who have access to a building and follow their progress throughout the building.

Remote Entry/Exit Management - provides on demand processing of employees and contract workers who require access to your facility. We can verify their identity, confirm authorization for entry/exit, track and record activity and report any exceptions.

Remote Perimeter Protection - customized intelligent video analytics for each unique location recognize potential threats and alert operators the moment there is suspicious activity.

Electronic Security



The advantage of working with Securitas is that you will have one point of contact for the design, installation and service of your equipment. Securitas gives you state-of-the-art security in innovative and cost-effective packages. Securitas Electronic Security Solutions provides a simple approach to your security system needs. We can:

- Help you understand how to best utilize your current system.
- Update outdated or broken parts of the system.
- Replace the system with a more efficient and effective design.

Our engineers can provide expertise on Access Control, Video Security Solutions, Design and Installation, and Maintenance.

Our Technology Service Centers (TSCs) are the hub of our technology activity. While technicians and service managers are deployed and ready to work across the country, the TSCs coordinate the activity to help provide quick action.



Fire & Safety



We will work with you to develop a fire service plan to meet the specific needs of your facility. Certain industries that Securitas protects, such as the petrochemical, aerospace/defense, and energy industries, are more prone to fire hazards at their facilities. To strengthen our supportive relationship with these industries, we developed a specialized group to expertly fight fires, handle hazardous materials scenarios, and mitigate fire hazards that

may threaten business operations.

Through Securitas Critical Infrastructure Services (SCIS), we bring you experience in assessing your facility and possible scenarios to find cost-effective ways to enhance the overall fire service program.

Incident Response:

- Fire suppression
- Emergency medical response
- Rescue operations

Fire Prevention:

- Pre-development/fire pre-plans
- Uniform fire code enforcement

- Arson investigation
- Confined space operations
- Life safety code enforcement
 - Public education programs

Corporate Risk Management



Over 150 years, the Pinkerton name has evoked memories of America's first detective agency and the man who founded it - Allan Pinkerton. His legacy continues to this day with a force of Pinkerton investigators and security specialists who maintain the same reputable dedication and commitment to helping protect clients and their assets worldwide.

Pinkerton's tradition of excellence continues with the experience you can trust, and the integrity you can rely on which as a respected leader in the security consulting and investigation practice. Pinkerton offers organizations comprehensive security services, a consultative approach to identifying risks and the professional expertise to partner in effective solutions. With offices located in North America, Latin America, Europe and Asia, you can depend on an organization with a rich history and a dynamic future.

Pinkerton Specific Services include:

- · Security consulting
- · Corporate investigations
- Computer forensics
- · Electronic discovery

- Executive protection
- Crisis management
- Supply Chain Logistics Security
- Cyber Surveillance



Department of Homeland Security Certification and Designation (SAFETY) Act

After an extensive review by the Department of Homeland Security (DHS) of the service standards adopted and followed by Securitas Security Services USA, the DHS awarded Securitas, certain of its affiliates, its customers and subcontractors, the highest level of liability protection afforded by the SAFETY Act*. Securitas received both Designation and the higher level of protection, Certification, from the DHS on December 8, 2005.

Congress passed the SAFETY Act as part of the Homeland Security Act of 2002 to encourage the developments of anti-terrorism products and services by limiting liability from claims brought as a result of a DHS-designated terrorist attack where approved anti-terror technology or services are deployed.

Briefly, here is how this protection benefits:

- The DHS certification of Securitas' security services under the SAFETY Act entitles Securitas to the Government Contractor Defense, which can eliminate liability for claims arising from designated acts of terrorism.
- The SAFETY Act extends the protection of the Government Contractor Defense when available to all parties in the supply chain, including all of Securitas' government and private sector customers and its subcontractors.
- DHS approved Securitas' SAFETY Act application by determining that the security services described in our application perform as intended, are safe for use and are an effective anti-terror technology.

*For more information about the Department of Homeland Security and the SAFETY Act, visit www.safetyact.gov.



Securitas Business Organization

Parent Company

Securitas Services, Inc. dba Securitas, Inc. 2 Campus Drive Parsippany, New Jersey 07054

Phone: 973-267-5300 Fax: 973-397-2021

Local Servicing Office

Securitas Security Services USA, Inc. 505 E. Huntland Drive, Suite 500 Austin, Texas 78752

Phone: 512-329-8778 Fax: 512-329-9604

State of Incorporation: Delaware

Date of Incorporation: October 31, 2002

National Headquarters

Securitas Security Services USA, Inc. 2 Campus Drive Parsippany, New Jersey 07054 Phone: 973-267-5300

Fax: 973-397-2021

Securitas is a corporation and is the world's largest provider of security services. We employ close to 310,000 people, with established operations in 54 markets and the ability to provide services in approximately 90 countries worldwide.

Introduction



The security profession continues to expand, evolve and diversify. At Securitas, we listen carefully to our clients to explore, discover and offer alternative methods for providing services and resources that enhance security, increase safety, improve efficiencies and result in cost savings. The City of Austin mission can be accomplished by leveraging the multiple services of Securitas Security Services USA, Inc. (Securitas).

As part of the leading international organization specializing in protective services based on people, technology and knowledge, Securitas offers a full spectrum of security services under the banner of **Securitas Protective Services**.



We are committed to providing security services for City of Austin, and to helping keep your people and property safe with a variety of tools. We feature The New Guarding with true solutions that create efficiency while saving both time and money.

Securitas understands the need to manage costs without compromising security. That's why we've developed The New Guarding, a three-dimensional approach to security. This innovative solution, or any combination of On-site Guarding, Remote Guarding and Mobile Guarding provides the most efficient, cost-effective solution for your security requirements.

Global Leader

We recognize that the primary objective of City of Austin is the selection of a security officer services provider. While Securitas' core competency is providing these services, we believe it also important to highlight our total solutions capabilities in order to demonstrate the value that Securitas will bring to City of Austin.

To make it as easy as possible for our clients, Securitas is now a single point of contact for their entire security solution. This includes On-site Guarding, Mobile Guarding, Remote Guarding, Electronic Security, Fire & Safety, and Corporate Risk Management – all offered by one company, a global leader in protective services, Securitas.

Securitas Protective Services offers:

- Security officers screened and trained to your requirements.
- The depth of knowledge and breadth of expertise you expect from your Protective Services partner.

Local Focus

These services are managed by our five geographic regions that guide and support our nearly 500 branch managers and 90,000 security officers. With branch locations in every state, Securitas is by far the most locally-focused security company in the U.S.

Securitas is the only organization that offers this spectrum of guarding services and technology resources while providing a single point of contact for the client.

World Class

It is Securitas' ongoing goal to set the industry standard and continually raise the bar so that every employee, service and product surpass that standard for quality. To this end, we have implemented a comprehensive Total Quality Management approach. Measuring and improving client satisfaction is emphasized throughout our organization.

We not only strive to solve your initial security issues, but also to leverage our diversity to allow us to anticipate and prevent future exposures to your business risks. Pointing out issues is easy; preventing them, working with you proactively, will be our mission at City of Austin.



Securitas' Authorized Negotiator

Authorized Negotiator

Dave Schiller
Area Vice President
Securitas Security Services USA, Inc.
505 E. Huntland Drive, Suite 500
Austin, Texas 78752
512-329-8778
dave.schiller@securitasinc.com



Securitas Project Management Structure

Area Vice President 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

S.P.O.C./Branch Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Human Resources Specialist 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Branch Manager (Support) 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Branch Manager (Support) 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778 Business Development Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Human Resources Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Shared Services Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778



Our Central Texas Area Office is strategically located at 505 E. Huntland Drive, Austin, Texas 78752. The Area Office provides over 6,000 sq. ft. of operating space to support administration, recruiting, human resources, training, risk management, dispatch, mobile patrol, logistics, field services, and leadership.



Reception



Training Room



Austin Office Conference Room



Tab 3 – Experience & Qualifications



Securitas' Experience and Qualifications

Securitas Security Services has extensive experience protecting municipal government facilities and critical infrastructure. Our organization is uniquely positioned to provide the City of Austin with professional, well-trained non-commissioned security officers committed to supporting the organization's protective service objectives.

The typical duties listed below represent the core responsibilities executed by assigned officers. *These duties align closely with those detailed in RFP RWS0501*.

<u>Access Control</u>: Securitas Officers responsible for access control typically operate and enforce a system of personnel identification and package inspection and movement procedure.

Access control and visitor management are functions carried out by countless Securitas Security Officers at clients sites across the United States, as well as globally. The vetting of vehicles and personnel to ensure authorized access is granted is a vital part of an organization's security program. Securitas provides this function in many locations. An example of a client we are currently supporting entrance control duties for is J.P. Morgan Chase. Our current partnership spans more than a decade and services provided include the following:

- Personnel entrance control to ensure only authorized employees, visitors, and vendors are permitted on campus data centers in Central Texas.
- Securitas provides over 1200 hours per week of security services to support entrance control objectives while also providing outstanding customer service, incident response, patrol, crisis management and uniformed officer presence to maximize the protection of J.P. Morgan Chase's assets.

<u>Mobile Patrol (Vehicle or Utility Vehicle)</u>: Securitas Officers assigned to mobile/roving patrol are typically responsible for providing direct patrols and assessments of designated client sites to monitor & assess security, fire and safety conditions.

Securitas delivers roving patrol services to clients via several mediums, including mobile vehicle patrol, foot patrol, bicycle patrol, as well as golfcart/UTV-based patrols. Securitas provides this function in numerous locations. An example of a client we are currently supporting with roving patrol duties is the San Antonio Water System. Our current partnership began earlier this year and services provided include the following:

- Securitas Officers operate marked security vehicles to conduct proactive, preventative patrols of multiple San Antonio Water System (S.A.W.S.) sites (treatment centers, pump stations, etc.) in across the San Antonio Metropolitan area. Assigned officers are responsible for assessing the safety and security of each environment to identify any activities or conditions that may represent a risk of harm or loss if left unaddressed. Patrol activities are documented and communicated to S.A.W.S. Security Representatives on a daily basis. The information captured by Securitas Officers enables S.A.W.S. Security Leaders to possess a clear understanding of the safety and security conditions of each site.
- Securitas provides over 1,600 hours per week of security services support to S.A.W.S. Local protective services also include entrance control, visitor management, foot patrol, and staffing of S.A.W.S' Security Operations Center (S.OC.).



<u>Unauthorized Access</u>: Securitas Officers assigned to client sites in Central Texas are often responsible for deterring and/or responding to attempts at unauthorized access.

Access control, specifically discovering & detecting persons attempting to gain unauthorized access to client sites are functions carried out by countless Securitas Security Officers at clients' sites across Central Texas. The vetting of vehicles and personnel to ensure only authorized access is granted is a vital part of an organization's security program. Securitas provides this function in many locations. An example of a client we are currently supporting with this activity is Samsung. Our current partnership with Samsung began in 2014 and protective services include the following:

- Personnel and vehicle entrance control to ensure only authorized employees, visitors, and vendors are permitted on campus data centers in Austin.
- Protective services actions to discover and detain persons attempting to gain unauthorized access also includes patrolling large, multi-acre campus via UTV and foot to detect activity/behavior indicative of individual(s) attempting to breach security to gain entry.
- Securitas provides over 4,000 hours per week of security services to support access control objectives while also providing outstanding customer service, incident response, patrol, crisis management and uniformed officer presence to maximize the protection of Samsung's assets.
- Securitas Officers are also assigned to Samsung's Global Security Operations Center, where they are responsible for monitoring and assessing activity across a wide-range of operating environments. These officers interact with members of the Samsung Security Team, as well as other Securitas resources to maximize safety & security conditions.

Reports and Records: Prepare and submit required reports on accidents, fires, open doors, bomb threats, unusual incidents and unlawful acts.

Securitas Security Officers are well-versed and trained to deliver quality, accurate protective services reports, including proper record keeping, to our clients sites across the United States, as well as globally. Quality, professional protective services' reporting, captured electronically or via handwritten documents, is a vital part of an organization's security program. Securitas provides this function in many locations. An example of a client we are currently supporting with this activity is the Texas Department of Transportation (TxDOT). Our current partnership with TxDOT began in 2015 and protective services include the following:

- Properly documenting daily activities occurring at multi-TxDOT campuses across the Austin Metro-area. Securitas Security Officers are responsible for completing timely, accurate and professional Daily Activity Reports and Incident Reports to support the safety & security objectives of TxDOT. Information captured in these reports allows Securitas and TxDOT Representatives to collaborate to address safety/security concerns, as well as consider options to mitigate emerging risks uncovered during protective services efforts.
- Securitas provides over 1,000 hours per week of security services to support access control objectives while also providing outstanding customer service, incident response, patrol, crisis management and uniformed officer presence to maximize the protection of TxDOT's assets.



Emergencies: Securitas Officers are often required to respond to emergency situations as required by established procedures.

Emergency response functions are carried out by countless Securitas Security Officers at clients sites across the United States, as well as globally. Timely and effective emergency response is a vital part of an organization's security program. Securitas provides this function in many locations. An example of a client we are currently supporting emergency response services for is Toyota Manufacturing in San Antonio. Our current partnership began in 2001 and services provided include the following:

- Securitas Protective Services Officers provide a wide-range of support, including access control, incident response, patrol, and emergency services.
- Securitas' innovative approach to protective services includes a licensed, trained team of specialized protective services officers responsible for operating emergency vehicles (fire trucks & ambulances), performing fire-fighting, and administering emergency medical support at the Toyota Manufacturing facility in San Antonio.
- Securitas provides over 2900 hours per week of security services to Toyota's protective services' objectives while also providing outstanding customer service, incident response, patrol, crisis management, uniformed officer presence and first responder services to maximize the protection of assets.

<u>Safety</u>: Observe and report safety hazards as required by established procedures.

The identification of safety hazards are functions carried out by countless Securitas Security Officers at clients sites across the United States, as well as globally. Early identification and reporting of safety hazards is a vital part of an organization's security program. Securitas provides this function in many locations. An example of a client we are currently supporting entrance control duties for is Chevron. Our current partnership began in 2012 and services provided include the following:

- Securitas Officers conduct proactive, preventative patrols of the Chevron-San Antonio Facility. Assigned officers are responsible for assessing the safety and security of the environment to identify any activities or conditions that may represent a risk of harm or loss if left unaddressed. Patrol activities are documented and communicated to Chevron on a daily basis. The information captured by Securitas Officers enables Chevron Security & Operations Leaders to possess a clear understanding of the safety and security conditions of each facility.
- Securitas provides over 500 hours per week of security services to safety & security objectives while also providing outstanding customer service, incident response, patrol, crisis management and uniformed officer presence to maximize the protection of Chevron's assets.



Securitas USA has received a variety of awards over the years. A few selected recent examples are as follows:

- After an extensive review by the Department of Homeland Security (DHS) of the service standards adopted and followed by Securitas Security Services USA, the DHS awarded Securitas USA and certain of its affiliates
- "Designation" protection, effective January 1, 2011. Congress enacted the SAFETY Act
 as part of the Homeland Security Act of 2002 to encourage the development of antiterrorism products and services by limiting liability from claims brought as a result of a
 DHS-designated terrorist attack where approved anti-terror technology or services are
 deployed. Briefly, here is what this protection means to you:
 - The SAFETY Act allows for, subject to certain conditions being met, the protection awarded to Securitas USA, Designation (a liability cap), to apply to its customers and those in the relevant supply chain, including, if certain conditions are met, Securitas USA's government and private sector customers and its subcontractors.

In 2011, Securitas USA was recognized for its work in employing current and former military active duty and reserve personnel. The award was presented at an event held in Fort Lauderdale, FL and sponsored by Employer Support of the Guard and Reserve (ESGR), Broward Navy Days and Kaplan University. Securitas USA was presented with the "Seven Seals Award," which can only be awarded by the Secretary of Defense, and also a signed proclamation to support military employees.

Securitas Critical Infrastructure Services (SCIS) (formerly Pinkerton Government Services) received the coveted James S. Cogswell Outstanding Industrial Security Achievement Award for 2014. The Defense Security Service presented the award to 40 of 13,500 defense contractors that are subject to recurring review of their performance. The award selection process is a rigorous one that focuses on principles of industrial security excellence, including establishing and maintaining a security program that far exceeds the basic National Industrial Security requirements, providing leadership to other cleared facilities in establishing best practices while maintaining the highest standards of security.

On May 4, 2015 San-Francisco-based Bechtel Corporation recognized a number of organizations for outstanding work on government projects with its annual Subcontractor and Supplier Recognition Awards. The awards honor the subcontractors and suppliers that supported Bechtel's Nuclear, Security & Environmental global business unit in nuclear power, environmental clean-up, defense, facility start-up, and nuclear security and operations during 2014. Securitas USA is proud to have been selected as one of the award recipients. Companies were evaluated on multiple factors. They include: overall performance; the ability to deliver quality services/supplies on time; the ability to work collaboratively to meet milestones; and meeting or exceeding project expectations in aspects of safety, construction performance, technical expertise, and environmental compliance.



Securitas' Central Texas Leadership and Support Team

The Securitas Central Texas Team is comprised of experienced industry professionals with over 150 years of combined experience. These individuals serve in a variety of roles, including operational leadership, project management, human resources, training and consulting. Regardless of their positions, each member of this team will play a critical role in supporting the world-class protective services delivered to The City of Austin.

Area Vice President 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 10-years

Branch Manager/Single Point of Contact 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 20-years

Human Resources Specialist 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 6-years

Business Development Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 25-years

Human Resources Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 20-years

Shared Services Manager 505 E. Huntland Drive, Suite 500 Austin, Texas 78752 512-329-8778

Industry Experience: 13-years





Area Vice President: Central Texas

Current Role

oversees sales, operations, HR, and financial responsibilities over six offices in Central Texas to include Waco, Austin, San Antonio, Laredo, and Brownsville. The Central Texas area services multiple Fortune 500 customers such as Dell, Applied Materials, Toyota, JP Morgan Chase, Intel and more.

Security Experience

Securitas USA, Area Vice President, 2013 to present

Securitas USA, Branch Manager, 2011 to 2013

Whelan Security Company, Area Manager, 2007 to 2011

Professional Affiliations and Certifications

Member of ASIS since 2008

Licensed Private Investigator

DPS Qualified Manager

Level 3 Commissioned Certified

Member of BOMA Austin

Education

University of Mary Hardin-Baylor

B.A. in Business and Humanities



Business Development Manager- Central Texas

Current Role

is currently the Securitas Business Development Manager supporting the Central Texas Area, which includes Waco, Austin, San Antonio, Corpus Christi, Laredo & the Rio Grande Valley. is primarily responsible for establishing new opportunities, maintaining & growing existing relationships and collaborating with cross-pyramid peers to deliver world-class client service.

Security Experience

possesses 20-years of extensive security operations leadership experience, including assignments supporting corporate security, loss prevention, risk mitigation, executive protection, project management, investigations, and force protection. In addition, has over 13-years of experience as an Adjunct Professor of Criminal Justice, teaching a wide range of courses, including crime prevention, police practices, criminal investigations, community policing, and ethics. supports clients with security consulting services, specifically within the disciplines of premises liability, university, college risk assessments, critical infrastructure risk assessments, guard force training, crime analysis, and loss prevention practices.

Professional Affiliations, Training and Certifications

- Certified Protection Professional, Board Certified in Security Management
- National Safety Council, Basic Life Support Instructor
- Advanced Criminal Intelligence Analysis; Alpha Group
- Advanced Proactive Threat Assessment & Homeland Security Program; Israeli Security Methodologies
- Executive Protection Specialist; Personal Protection Officer; Level-IV State of Texas

Education

- Southwest Texas State University Master of Science- Criminal Justice
- Southwest Texas State University Bachelor of Arts- Political Science



Branch Manager, Austin, Texas

Current Role

is currently a Securitas Branch Manager, supporting the Austin Texas area, which includes Rockrock, Georgetown, and Lakeway areas. is primarily responsible for establishing and leading the security operations of some of the largest employers in the Austin and Roundrock areas, and serving as a trusted advisor on all subjects related to safety and security. He also possesses over twelve years of security leadership experience in the private sector, serving as a director for several fortune 500 companies. His fields of expertise include corporate safety and security, loss prevention, risk mitigation, executive protection, project management, change management, investigations, crisis management, and anti-terrorism and force protection.

Work Experience

Branch Manager - Securitas Security Special Weapons and Tactics Team Commander - United States Marine Corps Military Police Operations Chief - United States Marine Corps

Professional Affiliations and Certifications

Emergency Management Professional Development Series, (FEMA)
Academy for Venue Safety and Security, (IAAM)
Train-the-Trainer, Law Enforcement Response to WMDs, (LSU)
Anti-Terrorism Instructor Course, (JFK Special Warfare Center and School)
Dynamics of International Terrorism, (USAF School of Special Operations)
Technique of Advance Interview and Interrogation, (Reid Institute)
Physical Security School, (U.S. Army)
Military Police Academy, (Fort McClellan, AL)
Special Weapons and Tactics, (U.S. Army)

Education

Upper Iowa University
Bachelor of Science- Criminal Justice



Shared Services Manager- Central Texas

A Key Member of the Securitas Central Texas Team

is currently the Securitas Shared Services Manager supporting the Central Texas Area, which includes Waco, Austin, San Antonio, Corpus Christi, Laredo & the Rio Grande Valley. As a Shared Service Manager, is primarily responsible for working with and leading a team to support the Branch Managers need, from recruitment of personnel needed to fulfill both current and new client requirements. The orientation of all new personnel, along with the training to insuring they meet the State requirements to be a security officer in Texas, and the procurement of equipment. To help Securitas deliver world-class client service.

Security Experience

possesses extensive security operations leadership experience, including assignments supporting corporate security, loss prevention, risk mitigation, executive protection, project management, investigations. In addition, has over 5-years of Service and experience as a Military Policeman in the United Sates Army where he served both Overseas in Combat and Stateside providing Law and Order for his Post and country.

Professional Affiliations, Training and Certifications

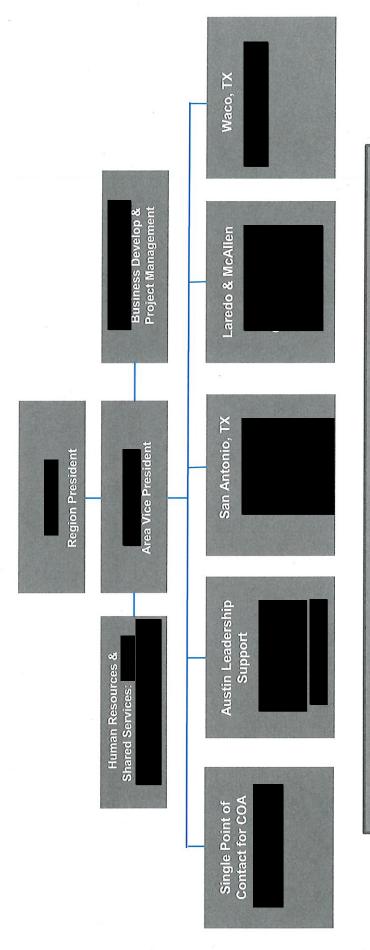
Level-II State of Texas

Education

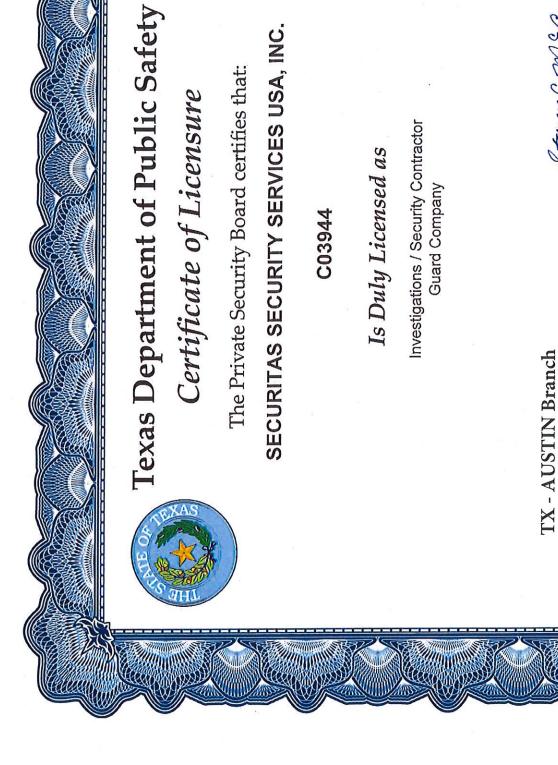
- United States Army- Military Police
- United States Army- Military Corrections
- Troy State University Bachelor of Arts- Criminal Justice

Central Texas Area Organizational Structure





- will be designated as Single Point of Contact for City of Austin.
- Other Central Texas Markets (Laredo, San Antonio, McAllen, & Waco) are listed to reflect resource support in the event of will support specialized staffing needs (Event Staffing, etc.)
- is the Senior Executive for the South Region and plays an integral role in client support & engagement.



Lowen C. Mc Case

Director, Texas Department of Public Safety

EXPIRES: 1/31/2017

This certificate affirms the above stated company is licensed pursuant to Texas Occupations Code 1702. The license will expire on the date stated above. Texas Department of Public Safety, Regulatory Services Division, 5806 Guadalupe Street, Austin, Texas 78752 www.dps.texas.gov



Securitas' Licensing with Texas DPS Private Security Bureau

Securitas Security Services USA, Texas DPS C03944 Guard & Investigations Company (Class C License, has been properly licensed as a security provider in Texas since 2000. Current DPS Private Security Bureau License C03944 is will expire on 1/31/2017.

Securitas Security Services USA is in good standing with the Texas Department of Public Safety/Private Security Bureau. At the time of this RFP Response, Securitas does not have any unresolved complaints, history of suspension, fines or other disciplinary actions and has continuously maintained a license for the past 5-years.



Tab 4 – Program Plans



Securitas' Operations Management Plan

Securitas Security Services has extensive experience protecting municipal government facilities and critical infrastructure. Our organization is uniquely positioned to provide the City of Austin with professional, well-trained non-commissioned security officers and leaders committed to supporting the organization's protective services objectives.

Management & Control of Daily Operations

Securitas' long-term, trusted partnerships with a diverse client base has enabled our Central Texas Team to gain invaluable experience in managing security operations programs in a widerange of environments, including high-tech, critical infrastructure, commercial properties, industrial/manufacturing, as well as state & local government entities.

Securitas understands and values the responsibility of providing the proper leadership, supervision and guidance to officers assigned to provide protective services for the City of Austin. A key component of leading this program will be the assignment of a well-qualified and capable Branch Manager/Single Point of Contact that possesses the leadership attributes and experience necessary to lead the operations.

The Austin-based Branch Manager will be the primary gate-keeper for daily operations focusing on the following deliverables:

- Staffing of assigned City of Austin Facilities with officers properly vetted, trained, & equipped to provide quality protective services.
- Communication with assigned officers & site leadership to ensure officers have necessary information to perform duties as well as provide expected levels of protective services.
- Proper interfacing and communication with City of Austin Department Contract Managers (DCM) is important in terms of both daily and long-term operations. Our leadership team's objective is to build strong partnerships with DCMs and serve as trusted-advisors capable of supporting the protective service needs of the City.
- Beyond staffing and communication, it is important that our designated Branch Manager function as a responsible steward of the equipment & resources devoted to support the protective service objectives of the City. Securitas' designated Branch Manager will work closely with Site Supervisors, Lead Officers and Patrol Officers to ensure equipment is functioning properly and teams have resources needed to deliver consistent, quality services.
- Officer Time & Attendance are non-negotiables. Securitas leadership team leverages open lines of communication and technology-based Post Confirmation System to ensure proper coverage, including during shift changes. Securitas vast network of cross-trained flex officers & mobile patrol units serve as resources in the event an unexpected post opening has occurred.



Securitas' Operations Management Plan

Performance Management & Control of Daily Operations

Securitas has adopted a client-centered approach to defining, documenting and implementing standardized service delivery processes, procedures and supporting information. Goals and KPIs have been established to deliver a consistent level of quality results. Securitas' approach to performance management serves as the backbone of our commitment to delivering protective services to the City of Austin.

Service quality management techniques are built into the service delivery toolsets and business results' tracking reports used throughout Securitas. The table below depicts how we apply goals and key performance indicators at a high level to drive organization performance:

We use KPIs to track client service expectations and client requirements. They make the service delivery process effective for all of our clients:

- Client Service Plan Goals target specialization as a security services provider.
- One common set of measures gauges effectiveness and efficiency in business performance.
- Service delivery management methods are continually assessed by comparing the daily delivery of service against expectations and by conducting face-to-face client service review meetings. We regularly report KPI results for meeting client service expectations and contract requirements.

In this setting, the Securitas' designated Branch Manager and the Designated Contract Manager mutually discuss the following:

- "What is going well?"
- "What do we need to do differently here?"
- "What are our next steps?"
- Examples of topics addressed in these service review meetings can include:
- Service team performance reviews (financial results, KPIs, goals and objectives, issues and concerns, lessons learned, security awareness, training client interaction).
- Service level assessment (performance against expectations and contract criteria, progress against annual Client Service Plan goals, trending and tracking of individual client KPIs across all City of Austin locations served).
- Security officer assessment (appearance, client relations, quality of reports, tour compliance, training certifications).
- Service audit and risk assessment survey results.
- Service Enhancement Plans and related improvements.
- Sharing of best practices drawn from Securitas' client service experience.
- Sharing of best-known methods drawn from all of the City of Austin service locations (a best practice at one client site becomes common practice across all sites served)



Securitas' Operations Management Plan

Securitas' Long-Range Operations Plans for the City of Austin

Our long-range operational planning ultimately begins at the time that we initiate the formal partnership with The City of Austin. Securitas' commitment to change management and communications set the foundation for the long-term success of the protective services program. The two key components of our long-range operations are the Client Service Plan and Service Enhancement Plan.

Client Service Plan

In collaboration with the Department Contract Managers (DCM), Securitas will establish a Client Service Plan that outlines specific service goals and defines supporting Key Performance Indicators (KPIs). This plan serves as a road map for managing and monitoring long-term service performance. The Service Plan is updated annually following a joint management review meeting, or more often when mutually deemed appropriate. The Client Service Plan is the primary tool used to measure and monitor the local delivery of security services. After defining specific Service Goals, KPIs are established to measure the attainment of the goal. KPIs are quantifiable measurements that help us monitor the results of our actions. We regularly track the KPIs to assess how we are performing against an agreed upon Service Goal. They become the measuring stick by which all service performance, across all service locations, is measured. Operating definitions for the KPIs are mutually determined with client stakeholder management input prior to implementation.

Service Enhancement Plan

To consistently implement and monitor improvement actions, Securitas uses a Service Enhancement Plan that will be mutually developed with City of Austin DCMs. Discussion in the regular service review meeting may sometimes identify areas requiring attention and follow up. Our local manager will lead discussions with the DCMs to mutually develop the Service Enhancement Plan. Progress is then reviewed and discussed in subsequent meetings. Continuous communication with the DCMs to share progress against goals, to seek input or advice, and to review results is the primary service quality assurance monitoring activity. Service Enhancement Plans are tracked by local, area and region management teams.

Service Enhancement Plans are typically developed as a result of the service review process. This performance-based approach to controlling and reporting on service levels is built upon the premise that "it's what you do with what you learn" that is most important for developing a strong client partnership for security service delivery.

Securitas applies these tools to foster frequent, open communication (internally as well as externally), to maintain a client-focused approach to service delivery management and to advance the service relationship through mutual goal-setting and responsive action. These tools help to ensure a consistent, common service level management approach across all client locations served. In this way, service quality methods and client-focused leadership are built into the service offering.



Securitas Security Services has adopted comprehensive work plans designed to deliver program enhancements, best practices, and improvements to our clients' programs. Securitas utilizes service management and communication methods to help assure the value we deliver is consistent across all client company locations we serve (where value = cost + quality). These methods will demonstrate our commitment and understanding of the importance of the relationships at the local level that are necessary in order to become a valued partner in each the City of Austin Facilities.

Over recent years, Securitas USA has committed resources to drive innovation that:

- Improved the service feedback methodology we employ.
- Developed performance management and measurement models that incorporate gain-sharing for the security officer teams who make the difference for our clients' stakeholders and employees.
- Invested in programs and tools within our own internal value chain that help to make our services more efficient and easier for our clients to use.

This commitment to improve the value of our service offerings recognizes the importance of the quality and the depth of our management teams for delivering the service: establishing a single-point-of-contact with unified service management team structure at transition onset and service initiation are key deliverables from which all of our clients benefit.

To fully address innovation delivered with other clients, we have developed a two-part response below. The first part addresses the results from investing in our internal value chain from which all of our clients' benefit. The second part addresses structured large-scale examples that describe our ability to partner with multiple stakeholders to deliver consistent value with improved efficiency and refinement of service levels.

Delivering Innovative Protective Services

Our goal is to drive efficiencies within a client's security program, and offer solutions. Protective Services includes On-site Guarding, Mobile Guarding, Remote Guarding, Electronic Security, Fire & Safety, and Corporate Risk Management. All are offered by one company, Securitas, with a single point of contact. We continually strive for methods to meet each client's unique security requirements while keeping the client's business goals and budget in mind. We are dedicated to using our resources and experience to create security solutions address risina costs of the security that the The solution is Integrated Guarding, which can combine all three or any combination of our guarding services — On-site, Mobile and Remote — to provide a comprehensive, cuttingedge security program. Through our coast-to-coast footprint, Securitas and its affiliates can offer an all-inclusive approach, and provide not just the officers and the technology, but a flexible security plan to handle all aspects of the City of Austin's security objectives.



Examples of internal innovation from which all of our clients benefit:

Recent business process improvement initiatives are organized below in terms of the Securitas USA service wheel (People, Procedures, Training, Tools, and Feedback) which we use to build value into each unique client service plan. The initiatives that help us deliver value and introduce innovative methods are described below:

People

- Service H.E.R.O.E.S. program that reinforces the service outcomes that our clients value and are the basis for recognizing and rewarding our service teams: consistent, reliable service; individualized attention to client needs; officers who possess a professional demeanor; officers who promote trust and confidence, and timely response by management.
- Department of Homeland Security SAFETY Act Certification of Securitas solution model (people, processes, technology) as an anti-terrorism technology.
- Recognized by ASIS International for achieving the largest number of ASIS Certified Protection Professional (CPP) awards in 2007 (all companies).
- Seeking efficiencies (i.e., six sigma-equivalent assessment of current processes) through deployment and staffing of people and use of technology to achieve favorable total cost of ownership.
- ISO 9000:2000 compliant account management and service delivery processes: resulted in Securitas USA being named the only services supplier to receive multiple SCQI awards from a major high-tech client (2004, 2007).

Procedures

- Securitas USA Post Order Document System, a re-designed and re-engineered software tool to facilitate flexible, easily adapted post orders to meet individual service location needs.
- Implemented branch office assessment and record-keeping criteria that streamlined the process of assuring adequate recordkeeping oversight and office personnel data accuracy for our clients.
- Introduction of mutual risk-based assessment methodology to develop physical security program components and expected service level outcomes.

Training

- Deploying a re-engineered Learning Management System (LMS): reporting and tracking capability with client email notifications and client discrete access to training reports and data by service location.
- Securitas USA Center for Professional Development (SCPD): Transfer of knowledge
 and mastery of skills for various internal audiences. The SCPD deploys and
 manages multiple media learning and training programs that are wholly developed
 within the company and through the use of web-based technology can quickly deliver
 knowledge and essential training on emerging service trends and security topics.
- Securitas USA Management Training (SMT) internal development program for selected high-potential managers to broaden organization understanding and deliver team-based work product to materially enhance Securitas USA service delivery capability: investment in service leadership and concept development from within the company.



Tools

- Developed and deployed SAFES (Securitas Automated Field Enterprise System), a
 windows-based front-end system that streamlined data input and increased accuracy
 and reporting capabilities for payroll, scheduling, and billing. SAFES directly feeds
 PeopleSoft applications which increase business process efficiency.
- Integrated e-commerce capability: automated billing and invoicing functions.
- Developed and deployed an automated hiring management system (HMS): webbased applicant tracking system resulting in better applicant flow and reduced screening time.
- Developed and deployed Securitas USA Employee Assessment Tool (SEAT) to assess applicant ability and readiness to work as a security officer: Front-end selection process assessment testing modeled on best performer responses.
- Developed and deployed project plan tracking tools that address all required resources and identify critical path timeline to completion.
- Re-engineered solution development process and standardized technology components (ingress/egress, monitoring, and alarm) to accelerate and refine requirements fulfillment for client companies.
- E-survey capability, email link capability with discrete, secure access for clients.
- Adoption of SecuritasConnect for secure client access to account management tools and service data.
- Implemented improved reporting and command and control communication processes within an expanded 24x7 National Communications Center: fully redundant back-up capability, re-engineered disaster response communication capability, client requirement fulfillment, 100% notification of essential management personnel, dedicated client procedural "scripts" for tracking events and response actions. Uses PeopleSoft CRM module for managing, tracking, and reporting service requirements and contingency operations for each client.

Feedback

- Re-engineered client feedback components of Client Service Planning and management communication to provide one common platform for dialogue, results review and subsequent improvement actions across all client locations served.
- Internal development of service delivery management toolset and client relationship management activities; re-engineered client contact practices, service history tracking, service process improvement and client development.
- As part of the re-engineered Service Excellence toolset, the Service Initiation phase addresses all actions 30 days prior to service start date and 60 days after service start date thus helping to assure expected service level is delivered and client service plans reflect actual client service location requirements.
- Developed and deployed a standardized "Service Initiation" methodology as an integral part of Service Excellence...addresses communication with client stakeholders, risk review, hazard assessments which satisfy OSHA and internal client safety awareness programs, and progress tracking tools.



Securitas Guard Removal/Replacement Process

Securitas focuses significant resources and time in recruiting, assessing, and assigning officers to client sites based on career experience, competencies, and our clear understanding of the keys to officer success at respective posts. We do realize that there may be occasions where an officer's performance or actions do not align with a client site. In regards to The City of Austin, Securitas is committed to addressing officer performance concerns in a timely manner, including coaching officers when deficiencies are first identified or surfaced. In those cases where an officer must be reassigned, Securitas Branch Manager/Single Point of Contact will consider the best course of action to address the concern quickly, including immediate removal of officer for extreme cases or replacement of officer via another qualified candidate

Securitas' Process Includes:

- Assessment of performance concern(s) and identifying course of action.
- Communication with City of Austin Designated Contract Manager of plans & action to be taken.
- Officer coaching in applicable cases. Coaching includes documentation and review of performance deficiencies with respective officer.
- Officer reassignment in cases where performance failure is egregious and requires removal or previous performance coaching has not been effective. Necessary performance/disciplinary documentation is the responsibility of the designated Securitas Branch Manager/Single Point of Contact.
- Officer(s) identified to replace any removed officers will be fully qualified, trained & prepared to assume the duties of the post and meet all City of Austin expectations for duty assignment.



CLIENT DEVELOPMENT PLAN

Securitas Service Excellence is the standard service delivery method to attain unparalleled World Class Service Delivery

CONTACT NAME:	CLIENT:	BRANCH MANAGER:
CONTACT NUMBER:	ADDRESS:	AREA #
EMERGENCY CONTACT NUMBER:	CITY, STATE, ZIP:	CONTRACT #
E-MAIL ADDRESS:	Físcal Year	Payment Terms

Win³ is the Securitas Service Excellence philosophy whereby decisions made during the negotiating process include the interests of Securitas, the Client and the security officers, a win-win-win solution.



•							
Result							
How/Date		3.		V			
Development Opportunity						5	

Setting Goals

Page 1 of 1



Service Goals	Actions and Measurements	KPI	Date	
Contribute to a safe workplace	Officers will be trained on the appropriate handling of safety violations. Officers will receive quarterly safety hazard training. Officers will take action to attempt to abate safety hazards. Securitas will track safety related incidents and advise on possible corrective action.	Fewer than 3 safety related incidents per quarter.	Jan-13-2011	
Maintain a stable workforce	Provide appropriate training, apply and monitor incentive program, inform officers of Securitas enrichment opportunities, provide appropriate supervision and feedback.	Maintain minimum of 70% retention of workforce each quarter.	Jan-13-2011	
Compliance to Post Orders	Security officers will be trained on Post Orders. Random monthly inspections using a variety of methods will be conducted by supervisor force.	Greater than 80% on each test is considered passing.	Jan-13-2011	
Professional appearance of security force		Greater than 90% on inspection is considered passing.	Jan-13-2011	
Adherence to budget	Branch manager will review time sheets and validate that correct number are billed. Client must provide approval for any hours over the contracted amount. Approved hours do not count against KPI number.	Annual client spend should be between 3-7% of budgeted amount.	Jan-13-2011	

Securitas Security Services, Inc.

2 Campus Drive Parsippany, NJ 07054





ABC Co East 2 Campus Dr. Parsippany, NJ 07054

*Incident Report				
#	1264466			
ate	09/14/2015			
me	06:34am EDT			
Ву	Tyler Reynolds #5500000055			
	#333444			

	Information
Incident Type	System(s) Issue
Other Incident Type:	
Date	2015-9-14
Time	6:27
Incident Location (area, apt number, et cetera)	Security Office
Which Supervisor was Notified	Bill Stevens
Which Property Manager was Notified	Sara Marshall
Police Involved	
EMS Involved	
Fire Involved	
Arrest Made	
Narrative	At 0627 the client's CCTV camera #3 lost its connection. I went to the third floor where the camera was located and did not see any signs of tampering. I immediately reported this to maintenance for repair, and will continue checking this area hourly.
	mantenance for repair, and this continue checking the area nearly.
Photo 1	

Securitas Security Services, Inc.

2 Campus Drive Parsippany, NJ 07054

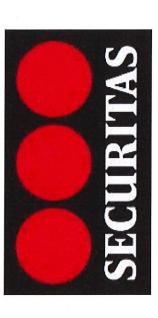




ABC Co East 2 Campus Dr. Parsippany, NJ 07054

*Incident Report				
Report #	1435659			
Report Date	10/05/2015			
Report Time	06:58am EDT			
Created By	Robert Jones #1100000011			
Client	#333444			

	Information
Incident Type	Defective Fire Equipt
Other Incident Type:	
Date	10/05/2015
Time	06:56
Incident Location (area, apt number, et cetera)	1 FI \ Main Lobby
Which Supervisor was Notified	Jim Steele
Which Property Manager was Notified	Sara Ramirez
Police Involved	
EMS Involved	
Fire Involved	
Arrest Made	
Narrative	While performing my patrol of the first floor, I noticed that the fire extinguisher in the Main Lobb was not properly filled. I immediately reported this to the Maintenance department fo replacement.
Photo 1	
Officer's Signature	RJ

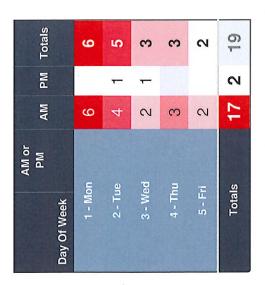


Incident Report Analytic

ABC Co East Period of 08/01/2015 - 09/01/2015

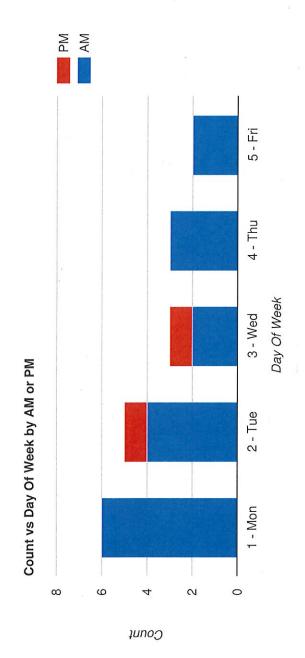
Day of Week v. AM/PM Heat Table

Count of incidents reported during AM or PM hours, organized by the day of the week on which they were reported. Increased quantities signified by darker shade of red highlights.



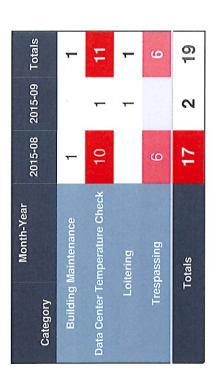
Day of Week v. AM/PM Bar Chart

Count of incidents reported by the day of week, separated by reports created during AM and PM hours.



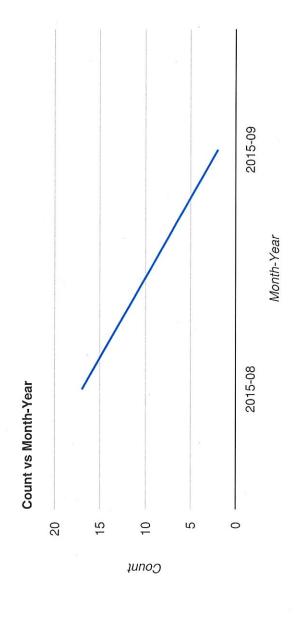
Incident Statistics Heat Table

Count of incidents reported by month and year, organized by incident category. Increased quantities signified by darker shade of red highlights.



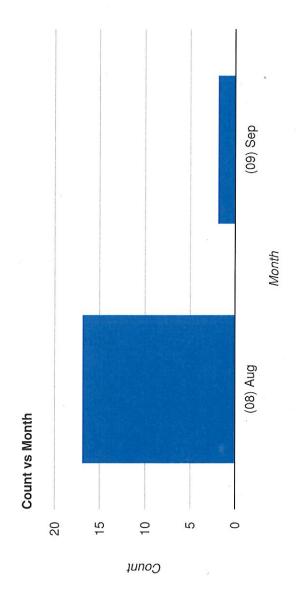
Incident Statistics Line Chart

Total count of incidents reported by month and year.



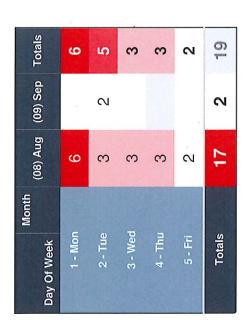
Incident Statistics Bar Chart

Count of incidents reported by month separated by year reported.



Incident Distribution Through Month and Day of Week Heat Table

Count of incidents reported within each calendar month, organized by the day of the week on which they were reported. Increased quantities signified by darker shade of red highlights.



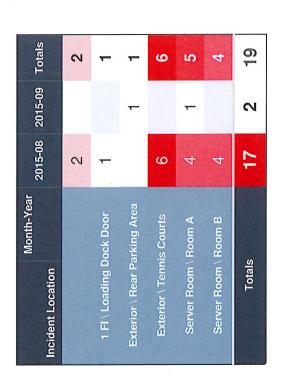
Incident Statistics by Year Heat Table

Total count of incidents reported by year, organized by incident category. Increased quantities signified by darker shade of red highlights.



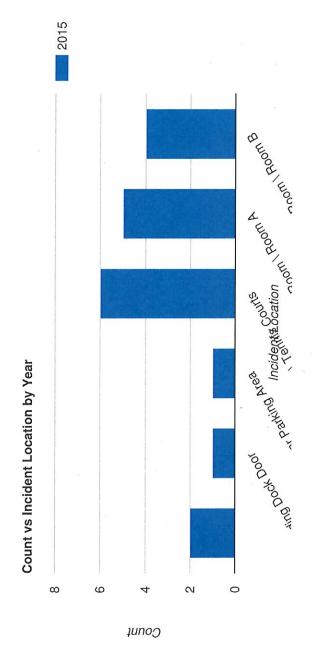
Location Statistics Heat Table

Count of incidents reported by month and year, organized by location of occurrence. Increased quantities signified by darker shade of red highlights.



Location Statistics Bar Chart

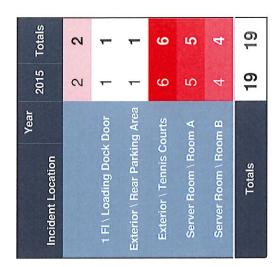
Count of incidents reported by location of occurrence, separated by year reported.



Securitas Security Services, Inc.

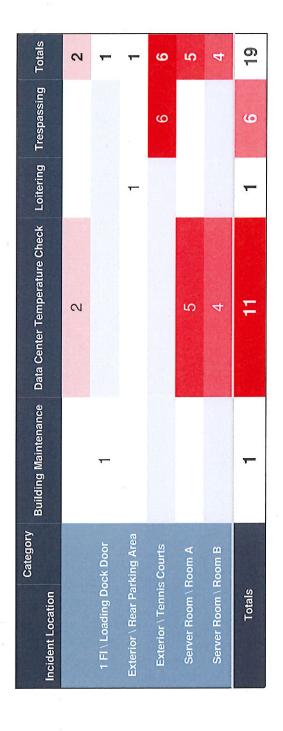
Location Statistics by Year Heat Table

Total count of incidents reported by year, organized by location of occurrence. Increased quantities signified by darker shade of red highlights.



Incident v. Location Heat Table

Count of incidents reported, organized by incident category and location of occurrence. Increased quantities signified by darker shade of red highlights.



ABC Co East

Daily Activity Report

Employee: Tyler Reynolds Account: ABC Co East

Started on: 09/14/2015 06:29am EDT

Ended on: 09/14/2015 06:34am EDT



Time	Action	Details		
06:29am EDT #1264429 *Activity Log Entry 09/14/2015 ABC Co East		Comments Officer Reynolds on duty All secure. Officer Signature		
06:29am EDT 09/14/2015	Checkpoint Scan ABC Co East	→ Server Room \ Room E	3	
06:30am EDT 09/14/2015	Checkpoint Scan	→ Server Room \ Room A		
06:30am EDT 09/14/2015	Checkpoint Scan ABC Co East	→ 1 FI \ IT Ops \ Emerger	ncy Exit	
06:30am EDT 09/14/2015	Checkpoint Scan ABC Co East	→ 1 FI \ Data Ctr \ Exit do	or to IT Ops	
06:30am EDT 09/14/2015	#1264432 Tour Exception ABC Co East	Checkpoint Server Room \ Room A Exception Answer 67.3 Category Data Center Temperature	Location Server Room \ Room A	Exception Question What is the server room temperature? (45 - 60)

06:34am EDT

09/14/2015

Incident Type System(s) Issue Date 2015-9-14 Time 6:27

Incident Location (area, Which Supervisor was apt number, et cetera)

Notified

Which Property Manager was Notified

Security Office

Bill Stevens

Sara Marshall

Narrative

At 0627 the client's CCTV camera #3 lost its connection. I went to the third floor where the camera was located and did not see any signs of tampering. I immediately reported this to maintenance for repair, and will continue checking this area hourly.

Photo 1



Officer's Signature

#1264466 *Incident Report

ABC Co East



Securitas' Communication Plan

The core of Securitas' Communication Plan with the City of Austin will be based on our Service Excellence program. This program is the primary communication and quality assurance program for the organization. It promotes world-class communication and service delivery by linking one standard service delivery method and tools to the service cycle for The City of Austin, namely:

- Service Initiation (Transition and Implementation Plans).
- Service Delivery (Client Service Plan).
- Client Relationships (Service Delivery History and Service Enhancement Plan).
- Client Development (Annual Service Review Meeting).
- Securitas Security Team Communication (Site-Level; Leadership & Post Order Process)

City of Austin Service Plan

In collaboration with the City of Austin's Designated Contract Manager, Securitas will establish a Client Service Plan that outlines specific service goals and defines supporting Key Performance Indicators (KPIs). This plan will serve as a road map for managing and monitoring service performance. The Service Plan is updated annually following a joint management review meeting, or more often when mutually deemed appropriate. The Client Service Plan is the primary tool used to measure and monitor the local delivery of security services. After defining specific Service Goals, KPIs are established to measure the attainment of the goal. KPIs are quantifiable measurements that help us monitor the results of our actions. We regularly track the KPIs to assess how we are performing against an agreed upon Service Goal. They become the measuring stick by which all service performance, across all service locations, is measured. Operating definitions for the KPIs are mutually determined with client stakeholder management input prior to implementation.

Service Enhancement Plan

To consistently implement and monitor improvement actions, Securitas uses a Service Enhancement Plan that is mutually developed by DCMs and designated Securitas Leadership. Discussion in the regular service review meeting may sometimes identify areas requiring attention and follow up. Our local manager leads a discussion with the DCMs to mutually develop the Service Enhancement Plan. Progress is then reviewed and discussed in subsequent meetings. Continuous communication with the DCMs to share progress against goals, to seek input or advice, and to review results is the primary service quality assurance monitoring activity. Service Enhancement Plans are tracked by local, area and region management teams.

Service Enhancement Plans are typically developed as a result of the service review process. This performance-based approach to controlling and reporting on service levels is built upon the premise that "it's what you do with what you learn" that is most important for developing a strong client partnership for security service delivery.



Securitas applies these tools to foster frequent, open communication (internally as well as externally), to maintain a client-focused approach to service delivery management and to advance the service relationship through mutual goal-setting and responsive action. These tools help to ensure a consistent, common service level management approach across all client locations served. In this way, service quality methods and client-focused leadership are built into the service offering.

Effective communication between The City of Austin and Securitas Austin-Based Leadership Team is essential to assure that security needs are being consistently met. Our flat organization model seeks to resolve any issues at a level as close to The City of Austin as possible.

The following tiers are utilized to manage the relationship between The City of Austin & Securitas:

- <u>Tier One</u> Securitas USA City of Austin site supervisors and security officers, through daily communication and activity, will conduct continuous assessment on an on-going basis with the local City of Austin DCMs.
- <u>Tier Two</u> Austin-Based Securitas USA management and security officers personnel will assess compliance during scheduled meetings and telephone conversations City of Austin DCMs.
- <u>Tier Three</u> The Securitas Branch Manager/Single Point of Contact assigned to The
 City of Austin will be responsible for having scheduled discussions with DCMs to
 address any areas of concern. Additionally, the Securitas Single Point of Contact will
 oversee specific quality assurance audits to provide written documentation for
 compliance purposes.
- <u>Tier Four</u> Securitas USA region leadership will meet with the City of Austin DCMs within their regions. These meetings will occur as mutually agreed upon and will review all service operations to date.
- <u>Tier Five</u> Securitas USA corporate management will periodically meet with a City of Austin Leadership to ensure all areas of the service delivery program are consistent with the service compliance areas as set forth by the Scope of Services and Contract authored by the City of Austin.

Securitas' Branch & Site Leadership will work closely with designated City of Austin DCMs to ensure communication with external customers, visitors, contractors and other users of City space is aligned with policies & procedures, as well as city ordinances. In addition, assigned Securitas' Site Leadership & Security Officers will ensure communication format and delivery takes into consideration the values and commitment to diversity, respect, and professionalism that are so important to the City.

In cases where complaints against Securitas' staff are surfaced, the designated Securitas Branch Manager/Single Point of Contact will be responsible for conducting initial investigation of concerns and determining course of action. Follow-up by designated Branch Managers will include direct follow-up to individual(s) involved with the complaint. Findings and actions-taken by Securitas will be communicated to designated City of Austin DCMs.



Securitas Branch Managers conduct regular, recurring meetings with their designated members of their site-level leadership teams (Securitas Lead Security Officer, Shift Supervisors, Team Leaders). These meetings are conducted typically on the day that paychecks are made available for distribution to the employees. These meetings have always served multiple functions, and have been instrumental in establishing and thereafter maintaining a vital communicative link between each branch office and the security personnel assigned to the field at numerous active uniformed services accounts. Securitas will continue to leverage this approach to support communication needs associated with supporting the City of Austin.

In addition to providing a dependable vehicle for the transmission of information and directives to the facility level from branch management and above, these meetings have also furnished an informal forum for the sharing of ideas. They have also encouraged the discussion of issues from the field that have a bearing, directly or indirectly, on all or many of the participants in the meeting. These weekly meetings have served to cement the professional relationships between long term, in-service personnel, while simultaneously acclimating newly elevated site-level supervisors by providing them an environment in which to learn about their peers and about the operational problems and successes experienced by their fellow supervisors.

They also serve to introduce and reinforce the operational and administrative standards, requirements and resources of the branch management, staff and support organization.

Securitas has a program in place to motivate our employees by providing an avenue of communication from the branch office to the top of our executive management team. We use our awareness program, Securitas Hotline, to allow all of our employees a means to anonymously express their concerns without any fear of reproach. All of our officers receive a wallet card with the toll free Securitas Hotline and are urged to call if their concerns cannot be properly handled at the local or region level. The hotline is open 24 hours a day, seven days a week.

We survey our officers periodically to determine how we can continue to improve our work environment. This survey provides information to assist in developing new programs that will improve officer morale and ultimately the officers' effectiveness on the job. After we identify general areas of concern, we solicit responses from branch office personnel on methods for improvement. These suggestions are reviewed and implemented whenever possible. In addition, we will not make suggestions based upon motivational effectiveness until we have surveyed our officers for their potential effectiveness.

Our employees' achievements are also highlighted in the many publications we produce and distribute, such as local newsletters and our corporate management newsletter. In addition, we produce many other publications to provide a means of informing our employees and clients about company and security industry-related trends, news, events, services and new technologies. Our most exciting form of reaching our people may be our electronic means (eblast). These eblast enable us to quickly communicate, reaching each employee where ever they may be as these can be accessed by any mobile electronic device.

In addition to communicating with Securitas Officers electronically & in meeting formats, we also consider the value and influence on using Post Orders as a means of keeping officers informed and engaged to duties, roles, and expectations at assigned sites. Securitas ensures that Post Order information is maintained and updated accordingly to meet client site security objectives & needs.



Securitas' process for creating, maintaining, and updating City of Austin Post Orders will include the following:

As a result of the information captured by our Service Initiation Workbook, job descriptions, specific shift functions and an in depth review of City of Austin Facilities, post orders for City of Austin are developed by our Securitas Leadership Team and is part of the overall part of transition planning. Once The City of Austin approves the content of this information, Securitas Branch Manager/Single Point of Contact will prepare the final document utilizing our Securitas USA Post Orders Document System (PODS). PODS is a proprietary software program that ensures that all of the client's expectations are being met in the post orders. This template ensures consistency and provides our officers with the detailed information needed to perform their jobs to The City of Austin expectations. The template is stored electronically so maintenance and updates can be performed easily and communicated to the security staff efficiently.

Minimally, Securitas USA will maintain and update post orders with The City of Austin having final approval on an annual basis to ensure compliance. Additionally, on-site officers will be retrained on any procedural changes in the post orders as they occur.

Securitas' Response to Emergency Situations

Securitas Security Services USA, Inc. is the largest provider of security officer services in the United States. Securitas USA has nearly 500 branch managers throughout the U.S. Securitas employs approximately 90,000 security officers in North America. As the largest provider of security services, Securitas USA is the company best equipped to meet all of the City of Austin's temporary security requirements on an immediate basis. We typically provide coverage with 2-4 hours' notice. However, there are a number of variables that impact the response time in which we are able to provide coverage. These variables include:

- Location of City of Austin Facilities
- Number of officers required
- Level of training required
- Length of assignment
- Type of emergency situation

Securitas USA will utilize all operational resources to ensure The City of Austin's emergency requirements are addressed as soon as reasonably possible after receiving the service request, whether to our branch offices during business hours or to the designated Branch Manager/Single Point of Contact.

Securitas' designated Single Point of Contact will ensure that officer(s) uncovering criminal events, suspicious activity and/or incidents impacting the safety & security of City of Austin Facilities document the information in a timely and accurate manner. This information will be communicated verbally &/or electronically depending upon the nature of the event and impact on the City of Austin.



The most effective method of outlining Securitas USA's ability to communicate information and meet service requirements of our customers in emergency situations is to detail our response to the incidents of September 11, 2001 in New York City and Washington, DC.

New York City

The devastation caused in the New York City World Trade Center financial district on September 11, 2001 was catastrophic to people and businesses. The financial and psychological effect on the city was immeasurable.

Securitas USA immediately assessed the following areas at the time of the event:

Identification of all our personnel to determine losses or injuries

Communication capabilities Impact on our business as various customers were displaced or lost their operating facilities Identification of existing and new client requirements Ability to maintain post coverage due to suspension of the transportation system in New York City

At the time of the incident, our business in NYC increased by 40%. We were able to meet the demands of our customers as well as provide specialized training on screening, access control, bomb threat assessment and procedures and other security related concerns. In addition, we have conducted crime prevention and risk assessment surveys that included life safety for numerous customers.

Throughout the process of providing the increase in service coverage, we maintained integrity with regard to pricing and the background investigations of new employees. This was a difficult task due to the court systems being closed for over two weeks. We did not compromise our hiring procedures while waiting for the courts to re-open to conduct criminal record checks.

We were able to accomplish this due to the quality level of associates in the Securitas USA organization. Our associates worked above and beyond the call of duty. Within the New York/New Jersey Region, we were able to mobilize management and security officers to assist throughout the two states.

With regard to the impact on communication in New York City, the World Trade Center was a central hub for the telecom industry. Our downtown office was directly affected and completely lost its communication capabilities. However, through the assistance of the Securitas USA Eastern Operations Center and the Securitas USA National Communications Center, we were able to establish immediate communications and computer terminals, thus ensuring payments to associates and services to clients from our downtown office were handled without interruption.



Washington, D.C.

As the events of that morning unfolded, it was clear that a massive disruption of business would occur on that day. The initial requirement was to establish clear and regular communication among the management of our three local offices who are responsible for over 3,000 security personnel serving 300 clients. The immediate concern was to insure that all officers were clear on the conditions and instructions of their posts and that Securitas USA management was aware of any special or changing needs of our clients. Area offices in Baltimore and Richmond were alerted to the possible need of providing logistical support to the D.C. metro area, even while they were dealing with their own clients.

Local offices convened an action response meeting among their own staffs and a coordinating call was made to all of the local offices to share the critical action path. It was quickly determined that the first priority was to meet the need of existing clients. All personnel were engaged in the process of contacting clients to determine what their corporate response would be and to assess the need for changes in levels of staffing. Most offices were being evacuated and, as their employees left the facilities, our officers remained to protect the property. Coordination among the human resource managers began to identify personnel who could be made available to clients with requests for additional coverage. Schedules were modified as necessary to extend shifts in order to free additional personnel. A message was conveyed to all officers that they were expected to be on post and to communicate with their supervisors for further instructions. All scheduled posts were filled.

As a result, we were able to fill a demand that is in excess of 115% of normal levels in our clients alone. At one client location, a major international financial institution, an immediate increase of over 20% was achieved.

We remain focused on meeting our existing clients' requirements for both higher levels of security and additional personnel. Our commitment and resources to respond in this environment demonstrate the ability to quickly mobilize, and the flexibility to deliver in an ever-changing climate.

The San Diego Power Outage

On September 8, 2011, an unprecedented outage left over two million people without power throughout San Diego County and surrounding areas, including parts of Southern Orange County, Riverside County, Imperial County, Arizona and Baja California. The power outage occurred during a heat wave that sent temperatures 12 degrees above normal and temperatures were recorded in the low 100's in some areas of the outage.

The massive power outage began at 3:38 PM and shortly thereafter the Securitas USA Region office in Anaheim, CA began receiving calls. By 5:00 PM, it was clear that this was not a typical power outage. It was still unclear if the outage was due to the demand caused by the high temperatures or if something more significant had occurred. As details of the unfolding situation became available and were assessed, Securitas USA management activated its Business Continuity Plan. From natural disasters to power outages, business continuity plans help to continue operations and deliver critical business functions to customers even during major disruption.



The first steps include insuring solid communication with the local service delivery team and San Diego, assessing client needs, and notifying the rest of the Region to prepare to support the San Diego area. Over the last few years the phone systems have been upgraded so that they can remote forward all incoming calls to the Securitas USA National Communications Center. The local service delivery team was already in the process of increasing coverage to current clients, including some large critical infrastructure clients. The remainder of the Southern California Region was alerted to be ready to provide support.

The Southern California Region office remained open after business hours to execute its business continuity plan and to respond to events as they unfolded. In the meantime, the two San Diego office locations rolled phone lines to the Securitas USA National Communications Center and then relocated its key operations to the Temecula office location which was just outside of the power outage area. Immediate efforts were made to contact and locate all Securitas USA branch managers and support staff in San Diego County, ensuring contact with all clients affected by the outage. Plans were made to move our trailer-mounted 20 kW liquid cooled diesel generator from Pomona Fair Grounds to our San Diego location enabling staff to continue operations in the middle of San Diego. Gas stations in the affected areas closed their doors, so Securitas USA management delivered fuel to security officers in the heart of San Diego. As a result, they could respond to client locations that needed extra coverage during the outage. Senior management held a conference call at 9:00 PM on the evening of the outage and by 10:45 PM had begun deployment of an additional 85 security officers to provide extra coverage at client locations. In addition to the team of 85 security officers mobilized the evening of the outage, by 7:00 AM of the following morning, a team of 67 security officers assembled at the Securitas USA Region office and Pomona locations. The response team was ready for deployment as needed by our clients. Members of our Special Projects team comprised of sworn and retired law enforcement officers were mobilized as well.

As first responders, Securitas USA mobilized its workforce and continued to provide security service and extra coverage for its clients after normal business hours and as events developed during the power outage. Despite the fact that the County of San Diego and surrounding areas were without power, Securitas USA San Diego remained fully operational throughout the power outage.

Business Continuity Planning is an ongoing process and we are continually strengthening our Plan. As part of our continuous improvement, in the days following the power outage, Securitas USA management held a conference call to discuss lessons learned from the event. The lessons learned from the power outage along with updates to our Business Continuity Plan and our ability to respond to emergencies as they develop will be presented to over 60 Securitas USA branch managers at the Southern California/Hawaii Region meeting to be held on October 26,

Securitas USA regularly takes the necessary steps to ensure that it has identified probable accidents, disasters, emergencies and/or threats. Through development of recovery strategies and plans, personnel training, plan testing and lessons learned, we are ready to respond to the needs of our clients during such events.

Security Management: Securitas Security Services, USA SITE SCORECARD:

Month / Period of Review: Date Reviewed w/ [CLIENT]:

KEY PERFORMANCE INDICATORS		LIMITS		SITE PERFORMANCE
	Green (Meets or exceeds contract expectations)	Yellow (Meets most contract expectations with some deficiencies noted)	Red (Significantly below expectations and immediate improvement reguired)	Result Comments
CUSTOMER SATISFACTION				
Customer Service Skills Measure: Contractor demonstrates excellent customer service.				
CONTRACT PERFORMANCE				
Document Control Measure: Contractor demonstrates ongoing process documentation and quality controls, to include managing, maintaining, and reporting of all relevant and contract required documents (e.g., post orders, SOPs, pass-on logs, emergency procedures, contact lists, various	i.			
Record Reporting Requirements Measure: Contractor demonstrates that equired records are reported timely and according to the contract and the client's expectations.				
Post Attendance Weasure: Controdemonstrates that the post is manned at all times per contract requirements by compatently qualified personnel.				
Site Staffing Measure: Contractor demonstrates that the site is fully staffed at all times per contract requirements.				
Security Officer Qualification Verification Measure: All security officers have met the contract qualifications to work on client's site.				
Post Operations Measure: Per guidelines, contractor routinely inspects posts to ensure proper post and security offices appearance/hygiene, ensure post is fully stocked with current post reports/bushrans etc.				
Security Officer Competency Measure. All security officers have demonstrated that they are fully trained and capable of execution costs and parior responsibilities.				
SOC Operatorions Measure. All SOC staff have demonstrated that they are fully trained and capable of executing responsibilities.				
Retain Qualified, Trained Security Personnel Measure: Voluntary Turnover Percentage				
Retain Qualified, Trained Security Personnel Messure: Involuntay Tumover Percentage			5.	
Emergency Kesponse and Keporting Measure: Secruty officers respond appropriately to all emergencies and work to provide support services and corrective actions to immediately miligate any imminent danger to persons or physical assets. All incidents are appropriately documented.		ű		
Incident Response & Reporting Measure: Contrador responds to, escalates, and prepares required reports on accidents, non-emergency type incidents, security breaches and various other incidents. Contractor employees will prepare needed documentation in a timely manner and make available all records in connection with the duties and responsibilities of the assignment.			U	

transfer of the state of the st					
INFASSURATIVE SUPPORT. Measure: A spropriate, Contractor provides initial response, fact-finding and escalations related to investigations of theft, inappropriate employee behavior, incidents involving the activation of site emprepancy action plans; intrusion, trespass, or other situations that are out of the ordinary. Written reports with appropriate detail to pursue further action is provided in a firstly manner.					
Security Awareness Measure: Contractor supports [CLIENT]'s Security Awareness Program and proactively develops [CLIENT] - approved site-specific supplemental awareness materials and communication methods as			,		
Training Measure: Contractor provides training for all new hires prior to working at [CLIENT]. All persons performing work will be properly trained per contract requirements (e.g. SOP, Emergency Procedures, CPRFirst Adi, etc.).		112	9		
Reoccurring Training Measure: Contractor provides required annual OJT training for all security personnel.			i i		-
Special Detail Staffing shakesure. Contractor provides required staffing for all special detail requests according to the contract.					
Key Initiatives Measure: All Initiatives are being managed and tracked through completion.			3.		
Contractor Safety Handbook Violations Seasure. Contractor maintains zero violations of items specified in the contractor safety handbook.					
Effective partnership w/ key Internal and External partners Measure: Contractor demonstrates effective working relationship with key partners of [CLIENT] Security (i.e., EHS, WPS, HR, Law Enforcement, Facility Contractors etc.)	<i>)</i>				
MANAGEMENT					
Responsive Management Beaure: Contractor demonstrates accuracy and responsiveness to the client and their business need (e.g. deviation reports, inspection reports, additional coverage requests, corrective actions, etc.).					
Proactive Management Measure: Contractor recognizes issues that may impact [CLIENT] or the contractor (i.e. labor issues, political, economical or environmental threats, etc.), and communicates the issues along with potential solutions to [CLIENT]. Also includes on-site audit by NAM - 10%.	*	· ·			
FINANCIAL PERFORMANCE					
Agreed Invoices are correct Measure: Invoice and variance reports must be received on time and accurate.					
ICLIENTI MANAGER SATISFACTION Service consistency, responsiveness, requires minimal direction, professionalism, etc.					

Matrix	
orecard Justification	
[CLIENT] Sc	

	Version Date:	
Site Name:		
Location:		
Securitas Manager Name:		S. Constanting of the Constantin
WHAT TO MEASURE	HOW TO MEASURE	FREQUENCY/CRITERIA
Scorecard: Key Performance Metrics	Document/Tool used to Measure	
CUSTOMER SATISFACTION		
Customer Service Skills Measure: Contractor demonstrates excellent customer service.	Customer Service Survey.	Green = > 4.85 Yellow = > 4.70 < 4.85 Red = < 4.26
CONTRACT PERFORMANCE		
Document Control Measure: Contractor demonstrates ongoing process documentation and quality controls, to include managing, maintaining, and reporting of all relevant and contract required documents (e.g. post orders, SOPs, pass-on logs, emergency procedures, contact lists, various post reports, sign in sheets, incident reports, post order acknowledgement forms for security officers, [CLIENT] Badge Identifications, NDAs, etc.)	Testimony Document that includes all contract required and relevant documents.	Monthly
Record Reporting Requirements Measure: Contractor demonstrates that required records are reported timely and according to the contract and the client's expectations.	Testimony Document that includes all contract reporting documents and their timelines.	Monthly
Post Attendance Measure: Contractor demonstrates that the post is manned at all times per contract requirements by competently qualified personnel.	Post Confirmation - Account Mgr. conducts and documents random after-hours calls to site noting date & time of call.	Bi-Weekly
	Hours Per Week (HPW) Tracking Document.	Green = 0 open post hpw. Yellow = > 0 but < 8 open post hpw. Red = > 8 open posst hpw.
Site Staffing Measure: Contractor demonstrates that the site is fully staffed at all times per contract requirements.	Document for tracking of site staffing numbers	Green = 0 openings. Yellow = 1 opening < 2 weeks duration. Red = >1 opening or an opening is >2 weeks in duration, or a combination thereof.
Security Officer Qualification Verification Measure: All security officers have met the contract qualifications to work on client's site.	Testimony Document that includes all client required qualifications for security personnel to work on client site.	Monthly
Post Operations Measure: Per guidelines, contractor routinely inspects posts to ensure proper post and security officer appearance/hygiene, ensure post is fully stocked with current post reports/logs/forms, etc.	The Securitas post checklist. Check to Bi-Weekly insure that the SOP's Acknowledgement Form is complete and the post has been inspected Bi-Weekly.	Bi-Weekly
Security Officer Competency Measure: All security officers understand and have demonstrated that they are fully trained and capable of executing post and patrol responsibilities.	Qualification Exercise (Flash Card - table top: Annual Site Questionnaire Schedule) Post Checklist	Monthly. Each Officer.

SOC Operations Measure: All SOC staff have demonstrated that they are fully trained and capable of executing responsibilities.	Table Top Exercise (Flash Cards: Annual Site Questionnaire Schedule)- Monthly Mock Drills	Monthly. Each Officer.
Retain Qualified, Trained Security Personnel Measure: Voluntary Tumover Percentage	The Turnover Percentage Tracking Document.	Green = 0-10%. Yellow = >10% but <40%. Red = >40%.
Retain Qualified, Trained Security Personnel Measure: Involuntary Tumover Percentage	The Turnover Percentage Tracking Document.	Green = 0-10%. Yellow = >10% but <40%. Red = >40%.
Emergency Response and Reporting Measure: Security officers respond appropriately to all emergencies and work to provide support services and corrective actions to immediately mitigate any imminent danger to persons or physical assets. All incidents are appropriately documented.	Table Top Exercise (Flash Cards: Annual Site Questionnaire Schedule)- Monthly Mock Drills	Monthly. Each Officer.
	Emergency Reports	Green = all emergencies handled appropriately, no deficiencies noted. Yellow = for the most part, emergencies handled correctly, some areas for improvement noted. Red = emergencies consistently mishandled, major improvement required.
Incident Response & Reporting Measure: Confractor responds to, escalates, and prepares required reports on accidents, non- (ensure proper notification is emergency type incidents, security breaches and various other incidents. Contractor employees will prepare needed documentation in a timely manner and make available all records in connection with the duties and responsibilities of the assignment.	Incident/Security Breach Reports (ensure proper notification is completed).	Green = all incidences handled appropriately, no deficiencies noted. Yellow = for the most part, incidences handled correctly, some areas for improvement noted. Red = incidences consistently mishandled, major improvement required.
Investigative Support Messure: As appropriate, Contractor provides initial response, fact-finding and escalations related to investigations of theft, inappropriate employee behavior, incidents involving the activation of site emergency action plans, intrusion, trespass, or other situations that are out of the ordinary. Written reports with appropriate detail to pursue further action is provided in a timely manner.	Customer Service Call Log, Investigative/Incident Report Count	
Awareness : Contractor supports [CLIENT]'s Security Awareness Program and proactively : [CLIENT] - approved site-specific supplemental awareness materials and ication methods as needed.	Scheduled Audit, defined by [CLIENT].	
Training Measure: Contractor provides training for all new hires prior to working at [CLIENT] and demonstrates execution of ongoing and refresher training programs. All persons performing work will be properly trained per contract requirements (e.g. SOP, Emergency Procedures, CPR/First Aid, etc.).	Testimony Document that includes all client required pre-site, Initial Classroom Training (ICT) and OJT training (itemized and listed out) for security personnel to work on client site.	Monthly
Reoccurring Training Measure: Contractor provides required annual OJT training for all security personnel.	Testimony Document that includes all client required reoccurring training (itemized and listed out) for security personnel to work on client site.	Green = 100% completed; Yellow = < 100%, but not > 80% completed.

Special Detail Staffing Contractor provides required staffing for all special detail requests according to the contract.	Documented billable hours of service report	Green = Securitas provides staffing of personnel for Special Details within notification guidelines set forth in contract. Yellow = Personnel are provided but not within notification guidelines of the contract. Red = Securitas unable to provide personnel within the contract notification guidelines.
Key Initiatives Initiatives are being managed and tracked through completion.	Intitiative Tracking Report	Green = 100% on-track and on-time. Yellow = <100% behind schedule. Red= 100% behind schedule.
Contractor Safety Handbook Violations Measure: Contractor maintains zero violations of items specified in the contractor safety handbook.	Incident Reports	Green = 0 violations; Yellow = ? ; Red = ?
hip w/ key Internal and External partners stor demonstrates effective working relationship with key partners of (i.e., EHS, WPS, HR, Law Enforcement, Facility Contractors etc.)	Survey, Meeting Roster, Meeting Minutes	
MANAGEMENT		
Responsive Management Measure: Contractor demonstrates accuracy and responsiveness to the client and their business needs (e.g. inspections reports, corrective actions, etc.).	Emails and/or applicable reports within Ongoing the prescribed timeframe.	Ongoing
Proactive Management Measure: Contractor recognizes issues that may impact [CLIENT] or the contractor (i.e. NAM audit so labor issues, political, economical or environmental threats, etc.), and communicates the reports, etc.), issues along with potential solutions to [CLIENT]. Also includes on-site audit by NAM - 10%.	Emails and/or applicable reports (e.g. NAM audit schedule, field management reports, etc.).	Ongoing
FINANCIAL PERFORMANCE		
Agreed Invoices are correct Measure: Invoice and variance reports must be received on time and accurate.	Completed Invoice	Bi-Weekly, Monthly? Measure: Green = 100% accurate and timely; Red = Not accurate or timely.
ICLIENTI CLISTOMED SATISEACTION		
Service consistency resonativeness remittes minimal direction professionalism etc	Client Satisfaction Audit	Monthly
tropic de la company de la		
Securitas Manager	[CLIENT] Manager	
signature	signature	
date	date	



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 01/01/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy/ies) must be endorsed. If SURROGATION IS WAIVED, subject to

th	e terms and conditions of the policy rtificate holder in lieu of such endor	, cert	tain p	olicies may require an ei						
PROD	UCER				CONTA NAME:	СТ				
	Marsh Risk & Insurance Services CA License #0437153				PHONE (A/C, No			FAX (A/C, No):		
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	(See Page 2 for Additional Named Insureds)				INSURE	R c : Indemnity I	Ins Co Of North A	merica		43575
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	Westlake Village, CA 91361				INSURE	RE:		4		
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	X Excess of \$500,000 SIR						9	MED EXP (Any one person)	\$	N/A
				8				PERSONAL & ADV INJURY	\$	2,000,000
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2,000,000 POLICY PRODUCTS - COMP/OP AGG \$ OTHER: COMBINED SINGLE LIMIT 01/01/2016 01/01/2017 ISA H08866594 AUTOMOBILE LIABILITY 2,000,000 X BODILY INJURY (Per person) \$ ANY AUTO ALL OWNED AUTOS SCHEDULED BODILY INJURY (Per accident) \$ AUTOS NON-OWNED AUTOS PROPERTY DAMAGE (Per accident) \$ HIRED AUTOS \$ UMBRELLA LIAB US00005452LI16A 01/01/2016 01/01/2017 3,000,000 X EACH OCCURRENCE \$ OCCUR **EXCESS LIAB** 3,000,000 CLAIMS-MADE AGGREGATE \$ DED RETENTION \$ \$ WORKERS COMPENSATION WLR C48599230 (AOS) 01/01/2016 01/01/2017 X PER STATUTE C AND EMPLOYERS' LIABILITY В SCF C48599278 (WI) 01/01/2016 01/01/2017 ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) 1,000,000 E.L. EACH ACCIDENT N N/A 01/01/2017 В 01/01/2016 1,000,000 WLR C48599199 (MA)

01/01/2016

01/01/2017

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Evidence of Insurance only.

Certificate Holder: Securitas Security Services USA, Inc.; Pinkerton Consulting & Investigations; Burns Int'l Services Company, LLC; Securitas Critical Infrastructure Services, Inc.; Securitas Electronic Security, Inc., a Delaware corporation

WCU C48599151 (CA,OH,WA) \$1M SIR

CERTIFICATE HOLDER	CANCELLATION
Securitas Holdings, Inc., Including: (See Full Certificate Holder in Description Box) 4330 Park Terrace Drive Westlake Village, CA 91361	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh Risk & Insurance Services
	Cynthia Glist Cynthia Slit

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E.L. DISEASE - EA EMPLOYEE \$

E.L. DISEASE - POLICY LIMIT

1,000,000

If yes, describe under DESCRIPTION OF OPERATIONS below

В

Loc #: Los Angeles



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Marsh Risk & Insurance Services	4	NAMED INSURED Securitas Holdings, Inc. (See Page 2 for Additional Named Insureds)		
POLICY NUMBER		4330 Park Terrace Drive Westlake Village, CA 91361		
CARRIER	NAIC CODE		/	
		EFFECTIVE DATE:		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ___25___ FORM TITLE: Certificate of Liability Insurance

Additional Named Insureds:

Securitas Holdings, Inc., including:
Securitas Security Services USA, Inc.;
Pinkerton Consulting & Investigations.
Burns Int'l Services Company, LLC.
Securitas Critical Infrastructure Services, Inc.
Securitas Electronic Security, Inc., a Delaware corporation



Tab 5 – Recruitment, Staffing & Retention Strategies





Securitas' Recruitment, Staffing, & Retention Strategies

Securitas utilizes a wide range of recruiting sources. These include our recruiting web page, www.securitasjobs.com, local news media, college campus placement centers, state employment agencies, veterans' groups, senior organizations, local social service agencies, private industry councils, JTPA programs, vocational centers, military organizations, law enforcement agencies, job fairs, specifically targeted groups, employee referrals (which provide referral bonuses), and many other qualified employment sources listed in our best practices. In low unemployment areas, we may offer sign-on bonuses (based on length of employment).

To complete our mission of attracting a talented workforce, Securitas developed the position of recruiter/retention specialist that is utilized at selected branch offices. Once we have hired the best individuals, we must work to retain them. To help ensure that competitive wages are paid, Securitas uses wage survey data from the Economic Research Institute to validate officers' wages vs. those paid in each U.S. metropolitan area.

In cases where we assume responsibilities from incumbent providers or in-house personnel, our goal is to recruit and retain as many of these individuals as possible who are qualified for employment with Securitas. We take seriously our responsibility to select only those security officers who possess the appropriate skills, qualifications and aptitudes for each client location. Every officer we hire has undergone personal interviews, reliability testing and reference checks to assist in evaluating the individual's ability to represent Securitas and our clients in a professional manner. We then screen officers to help to provide a good match between the officers' aptitudes and our client's site requirements.

Securitas takes a focused and consistent approach to increasing retention and making Securitas the employer of choice. Our commitment to retention begins as an applicant completes our hiring process. We strive to make every person who walks through our doors feel special. Retention efforts continue with individual visits (or calls) to newly hired security officers to discuss any concerns. Securitas also uses a series of branch and region awards that recognize excellent performance and consistently promote on-going education and development.

The Talent Network

In support of our ongoing efforts to attract top talent to Securitas, we have partnered with CareerBuilder to implement a new recruitment tool called the Talent Network. While there are a number of features inside the Talent Network, for us it provides a means to communicate the importance we place on continuously connecting with the right people. Throughout the pages of the Talent Network, we provide interested candidates information on why the right people are so important to our business, what it is like to be a Securitas employee, and how we have maintained our position as the industry leader.



With The Talent Network we are able to:

- Easily gain access to new candidate pools.
- Capture vital contact information on interested candidates.
- Automatically engage with top talent.
- Create custom recruitment strategies geared toward individual client requirements.

Securitas recognizes that the City of Austin may require specialized support, specifically for the Austin Convention Center. Securitas will utilize existing manpower from sites across the Austin-Metropolitan Area to provide majority of this type of manpower. Additional recruiting and sourcing will also occur via the leveraging of Securitas resources in other Central Texas Markets (San Antonio, Waco/Temple) on an as-needed basis. Beyond internal resources, Securitas will continue to work with community groups and The Capital Area Workforce Solutions Team to identify qualified candidates interested in security services work to join our team and support The City of Austin.

Securitas values the contribution of our diverse workforce across the United States and locally here in Austin. We work closely with a number of groups to ensure we are recruiting a representative workforce to support our clients across the area. These groups include:

- Austin Area Black Contractors Association
- Capital Area African American Chamber of Commerce
- Great Austin Hispanic Chamber of Commerce
- The Villager (Publication)
- Asian Contractor Association

According to Securitas' most recent EEO-1 Report, Securitas has over 85,000 employees in the United States. Approximately 47,096 are members of minority groups and approximately 22.800 are female.

Executive/Sr. Officials & Managers(1.1)*	48
Management Staff (1.2)*	1,570
Support Staff(2,3,4,5)*	1,062
Security Officers (9)*	82,722

8	Males	Females
Hispanic:	11%	4%
White	33%	9%
Black:	21%	13%
Pacific Islander:	1%	.4%
Asian	3%	.6%
Native American	.5%	.2%
2 + Races	2%	1%



Selection and Hiring of Personnel

The process begins with utilizing Kronos Inc.'s Workforce Talent Aquisition™ to hire and develop the best workforce in the industry. With Kronos, Securitas can source and prescreen candidates, administer online assessments, and conduct background and drug screening before assignment. Moreover, the Kronos application provides rich analytics and reporting capabilities that provide insight into critical talent acquisition.

The Kronos Workforce Talent Acquisition™ is a web-based product that includes an on-line employment application, an applicant tracking tool to assist our HR staff in managing the hiring process, and a custom on-line assessment. The system is fully integrated with Securitas' Human Resources Information System to reduce the time involved in processing new hires. It is also fully integrated with our third party vendor for background, drug and WOTC tax credit screening.

The implementation of Workforce Talent Acquisition™ in Securitas' local offices has a very positive impact on operations, including:

- Increased applicant flow.
- Reduced time to hire.
- · Better utilization of branch office staff.
- · Improved screening and hiring tools.
- Better hiring statistics to focus on process improvements.
- Compliance with company policies/procedures and federal/state/local regulations.

Workforce Talent Aquisition™ allows Securitas applicants to complete their applications on-line at any time of the day or night. Securitas recruiters can then evaluate fully-screened and tested applicants prior to interviewing them. The resulting increase in the number of qualified applicants has allowed Securitas to be more selective in our hiring process.



Securitas Employment Assessment Tool (SEAT)

All Securitas security officer candidates must successfully complete the Securitas Employment Assessment Tool (SEAT) as part of the application process.

SEAT was created specifically for Securitas and is comprised of custom content questions designed to assess an applicant's ability and readiness to perform the functions of a security officer. The questions were developed by Securitas subject matter experts and are based on the knowledge, skills, abilities and personal characteristics that a security officer must possess on the first day of work.

SEAT is administered as part of the online application process. The questions describe real life situations that security officers will encounter on the job. Each applicant receives a numerical score based on the number of questions answered correctly. Based on validated testing with actual Securitas applicants, scores are rated as good, marginal or unacceptable. The applicant's responses to the questions are forwarded directly to our third party administrator, Kronos, and the results are automatically processed and returned to our local office through a Hiring Management Console (HMC).

Selection Process Overview

Our step-by-step process goes well beyond the industry norm to focus on selecting world-class employees. Moreover, our process identifies candidates who possess those traits we believe are critical to both of our organizations, such as honesty, integrity and a strong customer service orientation suited to the culture and operating environment of City of Austin.

Our security personnel must meet the following minimum hiring standards:

- At least age 18.
- A reliable means of communication.
- A reliable means of transportation.
- The legal right to work in the United States.
- The ability to effectively speak, read and write English (each tested to do so).
- A high school diploma or GED.
- Willingness to participate in the company's pre-employment screening process, including a background investigation and drug screen.

Our screening process provides us the reasonable assurance that our prospective security officers:

- Have a stable work history.
- Have well-developed interpersonal communications skills and professional composure to fit the client culture.
- Can withstand the scrutiny of a thorough interview and background investigation.



- Are drug free.
- · Able to qualify for and obtain a state security officer license, where applicable.

Required security officer competencies include:

- Ability to provide high quality customer service.
- Ability to exercise good judgment and discretion in all business interactions with others.
- Ability to be an effective team member.
- · Neatness in dress and grooming.
- Ability to deal courteously, tactfully and effectively with others, both in person and on the telephone.
- Initiative, integrity and high ethical standards.
- Ability to maintain professional composure when dealing with unusual circumstances.

Step 1: Job Application

This step provides information that will assist in:

- · Pre-screening of applicants.
- In-depth interviews and background screening with emphasis on employment stability, work experience and personal background. During this step, each candidate is required to complete the online application and an *Evaluation of Report Writing Skills*.

During the employment application process, the applicant is required to complete a preemployment assessment to evaluate situational judgment traits. Candidates being considered for armed positions are subject to a second profile, the Protective Services Report (PSR), which is designed to test for emotional adjustment, integrity/control, intellectual efficiency, and interpersonal relations and is widely used by military, law enforcement and private security companies.

Step 2: Initial Interview

The first pre-employment interview is conducted to identify each applicant's skills, work style, personality, career interests and suitability for the position.

Step 3: Drug Screening

Securitas USA prohibits the use, possession, consumption, manufacture, sale, purchase, transfer, dispensation, distribution and/or transportation of alcohol, illegal drugs and/or controlled substances while on duty, on Company and/or client premises, or in Company or client vehicles. We partner with Pinkerton Employment



Screening, a leading provider of public record information and drug screening services, to administer our drug screening program.

- Drug and alcohol testing may be conducted in the local Securitas office using an
 oral drug screening device (STATSWAB) or oral alcohol screening device where
 state laws permit. If the result is inconclusive, the donor will be directed to a lab
 based collection facility to submit a urine specimen or a breath alcohol
 confirmatory test.
- Where state law or client contract require lab based testing, donors will be directed to a local collection facility to provide a 5 panel urine or hair follicle drug specimen and/or breath alcohol test.
- Any employee or candidate who refuses to take an alcohol and/or drug test will be disqualified from the hiring process or separated from employment.

STATSWAB is a six panel screen that is designed to detect the presence of the most commonly used drugs:

- Marijuana (THC)
- Cocaine
- Opiates
- Methamphetamine
- Amphetamine
- Phencyclidine

STATSWAB provides results in 15 minutes, with no chance of sample adulteration or cross - contamination. Should a confirmation test be required, Securitas utilizes Substance Abuse and Mental Health Services Administration (SAMHSA) certified laboratories to perform gas chromatography and mass spectrometry (GC/MS) tests.

In addition to pre-employment drug screening, Pinkerton Employment Screening assists Securitas branch offices through:

- Collection/test site identification, legal compliance and management services.
- Random drug testing management and selection; and data management, records retention and education and training services.
- Quality control services and performance monitoring.
- After hours and post-injury/accident drug and alcohol testing services.
- An automated system to receive confidential test results quickly to help expedite the hiring process.
- Securitas can utilize other drug testing panels to screen for specific types of drugs beyond our standard screen when required by our clients. Securitas' Drug-Free Workplace Program also conducts post-injury/accident and reasonablecause drug and alcohol testing as a matter of company policy. In addition, we



can conduct DOT-regulated and random drug screening in accordance with client requirements and statutory regulations.

Step 4: Background Verification

Securitas utilizes Pinkerton Employment

Screening to conduct pre-employment background verifications that meet or exceed state security officer licensing requirements.

Our required background verification includes the following:

- Military service (DD 214) nature of separation.
- County criminal records search for misdemeanors and felonies. Search all counties of residence and work history for 7 years.
- National Criminal and Records Locator (National Sex Offender Registry, Sanctions,OIG/GSA/OFAC).
- Credit check where permitted by state law (when required for legitimate business reasons by our clients).
- Social Security Number trace to include address history and alias report
- Department of Motor Vehicles driver's license search for all driving positions.
- Employment verification (7-year work history).
- Personal reference checks.
- Education verification.

Step 5: Assignment/Scheduling Meeting

Final administrative processing and documentation is accomplished during this step, as well as the fitting and issuance of uniforms and equipment. The contingent employee meets with the scheduler to discuss specific issues and performance expectations of City of Austin.

Step 6: Site Interview

Tentative assignment is made and our client representative is notified. When requested by our clients, contingent employees are sent to the client site for a final review. We understand the importance that our clients desire us to place on the careful selection of security personnel.

Step 7: Security Officer Introduction/Examination

Contingent employees are required to complete an introduction session to review security-related video presentations. This program establishes a core base of security



knowledge that enables our security officers to properly perform their duties from the first day at a client site.

An exam is given covering the following areas:

- Basic Security Officer Responsibilities
- Public Relations
- Communication and Reporting
- Safety Techniques of Patrol
- Emergency and Fire Prevention
- Basic First Aid; Safe Driving
- Client Relations
- Hazardous Material Communications

Step 8: E-Verify[™] Work Confirmation

Securitas is a Federal contractor and/or subcontractor and is required to participate in E-Verify™. This program effectively allows Securitas to electronically compare information from an employee's Form I-9, Employment Eligibility Verification to data from the U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.



People

At Securitas, the foundation of our business is people. We have developed a detailed manual to support our local management teams in recruiting and hiring employees. Our recruiting guidelines include strategies, programs and processes to effectively attract the right people to our organization. Recruiting functions are handled by the human resources manager of each local office servicing City of Austin-Austin Energy.

Equal Opportunity Employer

Securitas is committed to hiring and retaining a diverse workforce. Our goal is to increase diverse representation throughout our company. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race/ethnicity, color, national origin, ancestry, sex/gender, gender identity/expression, sexual orientation, marital/parental status, pregnancy/childbirth or related conditions, religion, creed, age, disability, genetic information, veteran status or any other status protected by local, state or federal law.

Employing and Honoring Veterans

At Securitas, we proudly welcome our military heroes back to the workforce. Since January 2012, Securitas has hired more than 25,000 veterans. Securitas is a proud member of the Veteran Jobs Mission. We have been a member of this private-sector coalition since 2012, formally known as 100,000 Jobs Mission. Because the coalition has far surpassed that goal, they have changed their name and set their goal to collectively hire a total of one million military veterans – with a strong focus on retention and career development of veterans.



Securitas' Retention Plan

Securitas USA's definition of turnover is the termination of any employee for any reason, including but not limited to the following:

- Voluntary Separation
- Termination For Cause
- Retirement
- Death
- Temporary/Short-Term Employment Status

Based on the above definition of turnover, Securitas USA's security officer turnover percentage is as follows:

- 2013 70%
- 2014 67%
- 2015 76%

A more meaningful figure is Securitas USA's employee retention percentage, which indicates that approximately two-thirds of our security officers have been employed by Securitas USA in excess of one year.

Most turnover occurs in the first 30 days of employment for a variety of reasons. The next 90 days of employment is the most critical. Experience shows that employees who reach the 90-day threshold have a better opportunity of becoming a long-term Securitas USA security officer.

Three (3) Primary Reasons for Turnover:

- Less than competitive wages
- A below average benefit/recognition program
- Inadequate communication within the organization

Securitas USA targets these areas to minimize turnover as much as possible in an industry with historically high turnover figures and manages it using the following tools:

- Transfers/reassignment
- Flexible scheduling
- ACT Training Programs I, II and III for officers to obtain a "Professional Designation", which also reduces performance problems
- Opportunities for career advancement
- Extensive employee orientation
- Supervisory leadership
- Competitive compensation to secure a committed workforce (based on contract)
- Excellent selection process (HEROES Hiring Process Manual)
- The Securitas USA 401k Program
- Merit and incentive pay (per contract and from Securitas USA programs such as the Security Officer of the Month-\$25 bonus check, Security Officer of the Year-\$100 award)
- Excellence in Service Sweepstakes that allows employees to win from \$50.00 to \$10,000.00



Securitas USA believes an important aspect of managing people who deliver service to our clients is to regularly encourage them to be productive contributors. Regular performance appraisals are a powerful tool that Securitas USA has incorporated into its Employee Development Manual (the company policies and procedures that incorporate best practices as well as legal requirements for training, developing, and coaching employees).

Appraising performance is a continuous process within Securitas USA. Supervisors complete informal, regular discussions with employees throughout the year and summarize progress. Account supervision is responsible for completing appraisals for each member of the local security services team. Supervisors meet individually with security officers to discuss:

- · Performance rating.
- Facts about their performance and, when possible, suggestions for improvement.
- Questions related to the job and the review.

By approaching performance appraisals as an ongoing and positive process, service teams can:

- Increase the effectiveness of communication.
- Share common, clear expectations for performance.
- Reinforce good performance.
- Improve current performance.
- Foster a spirit of cooperation and teamwork.

There is no substitute for regularly communicating about performance. Acknowledging good performance immediately and, likewise, addressing problems as soon as they arise are behaviors expected of Securitas USA supervisors.

Lack of feedback may often lead to performance problems, confusion, wasted effort, anxiety and work of lower quality. Securitas USA believes that employees and teams who know how well they are doing will try harder and persist longer at tasks than those who receive little or no feedback.

The performance feedback system applied within Securitas USA is designed to recognize accomplishments, improve performance, and attend to professional development needs. Specific topics include:

- Performance improvement counseling.
- Coaching methods.
- Employee and team performance reviews.
- Securitas USA site-specific performance assessments, national account and regional management performance assessments.



Benefits and Incentive Programs

Securitas offers its security officers benefits/incentive programs that are unmatched in the security services industry. The benefits/incentives offered by Securitas to all eligible employees include the following:

Medical Plans

Securitas offers a medical plan to all full-time security officers that is compliant with the minimum value and affordability provisions of the Affordable Care Act (ACA) and applicable state/local laws. Our self-insured plans are administered by AnthemTM. We also provide access to many regional HMOs where required. Detailed comparative information regarding coverage and premium costs for all plans is available.

Health Information and Assistance

Active participants in our self-insured health plans have 24-hour online and telephone access to a variety of information resources to help them manage their health care, including:

- Anthem Member Website www.anthem.com/ca.
- Find a Doctor.
- 24/7 NurseLine™.
- Estimate your Cost.
- Anthem ConditionCare™ disease management program.

Dental Plans

Securitas offers a choice of two dental plans through Aetna™. Both the Dental PPO and the DMO provide excellent coverage and are available to Securitas employees through payroll deduction. The DMO is not available in all areas.

Vision Care

All of our officers and their families are eligible for a full service vision program offering flat co-pays for eye exams, frames, lenses and contact lenses, as well as a variety of other vision related services. Plan participants have access to over 22,000 providers nationwide. This program is available to employees through payroll deduction.



401(k) Savings Plan

All officers may enroll in our 401(k) retirement savings plan. The plan is designed to permit savings on a tax-deferred basis. Security officers may defer 1% to 25% of eligible earnings, up to IRS limits, through convenient payroll deduction. Securitas provides a ten percent (10%) matching contribution on the first three percent (3%) of plan compensation to all officers enrolled in the 401(k) plan (except those governed by special plan provisions).

Life and Accident Insurance

The cost of this insurance is fully paid by Securitas and is provided to all full time (working over 30 hours a week) security officers, effective on the 90th day of employment. The life insurance benefit is \$5,000 and, in the event of accidental death, the benefit is \$10,000. Additional amounts may be provided through client contract.

Voluntary Supplemental Life Insurance

All full-time security officers are eligible to purchase up to an additional \$25,000 in life insurance coverage for themselves and their families through payroll deduction. Spouses may purchase up to 50% of the face amount of the coverage elected by the security officer.

Employee Assistance Program

The EAP program has been instrumental in providing guidance, direction and support services to those employees who seek help. EAP programs assist in early identification of problems and in preventing minor problems from escalating to major issues.

The program is offered at no cost to all Securitas employees, full and part-time, after 90 days of employment. The service is administered by MHN, and can be accessed 24 hours a day, seven days a week by going online or calling a toll-free telephone number. Members are entitled to up to three counseling sessions per incident, per benefit period, and have unlimited online access to EAP information and tools for a wide range of issues, including:

- Marital, relationship and family problems.
- Alcohol and drug dependency.
- Stress and anxiety.
- Depression.
- Grief and loss.
- Child and elder care assistance.



- Financial issues.
- · Legal services.

Holiday Pay

Our officers receive premium wages for all work performed on specified holidays.

Paid Vacations

Our basic policy for full-time officers provides one week (40 hours) after one year, two weeks (80 hours) after five years, and three weeks (120 hours) after ten years of service. This policy may be amended to comply with the vacation policy of the client, or with applicable state law.

Uniforms

As standard company policy, all uniforms and equipment are furnished without charge or deposit to our security officers. Our uniforms are issued to employees at the local branch office designated to provide services to our clients. Each branch office maintains an appropriate supply of uniforms to satisfy the needs of security officers and clients. Employees do not pay for the cost of uniforms, but are responsible for the care and cleaning of the uniforms they receive. Any portion of the uniform that needs to be replaced is available at the local branch.

Payroll Choices

The Securitas Payroll Choices Program gives employees the option to receive their pay either by Direct Deposit or on a personalized Visa® Payroll Card, provided by Citi® Prepaid Services.

The benefits of the EPAY Card include:

- A better payroll payment alternative to employees over paper checks.
- Faster, safer and more flexible access to funds.
- Tools to manage their funds.
- Accommodating employees who may not have a bank account.
- Supporting the organization's green initiatives with a more eco-friendly payment method.

Sons and Daughters Scholarship Program

Securitas' scholarship program helps to finance higher education for the children of its security officers. Children of Securitas security officers can receive a \$1,500 award to



be used for undergraduate study. Awards are given without regard to race, color, creed, religion, sex, disability or national origin. Up to ten awards are given annually.

Employee Purchase / Discount Program

Securitas partners with a number of companies that allow our employees to participate in their Employee Purchase Programs (EPP) by offering discounts on goods and services. Security officers are eligible to participate in these programs and can obtain more information from their human resource manager.

My Rewards

Securitas introduced a new program designed to incentivize and recognize employees for continued employment, safety practices and participation in ongoing training initiatives. Qualifying officers collect points based on performance, tenure and other key metrics. These points can be used to earn attractive rewards.

The My Rewards program serves to achieve the following goals:

- Focus on the critical first year to improve officer retention.
- Welcome new security officers into the Securitas culture from start of employment.
- Create an expectation that great work will be recognized.
- Reinforce that Securitas is an organization that provides opportunity and is focused on the well-being of its employees.
- Foster understanding and adoption of core values of Integrity, Vigilance and Helpfulness.

There are many ways officers can earn points by taking part in a qualifying activity, including client or peer recognition, recruitment referrals, safety meeting attendance, accident-free site recognition, on-the-spot awards, sales referrals, and many more activities. The number of My Rewards points earned increases as an officer reaches defined tenure milestones (> 6 months, > 1 year, 2 years +).

The My Rewards Program has proven to be quite successful. Feedback from our officers has been overwhelmingly positive. Should we be awarded the contract, we will work with each of your site's to define specific reward metrics, or qualifying activities, to drive site specific performance.



Incentive Programs

Awards of Merit

Recognizing individual officers for above average performance is critical in maintaining the morale and dedication of any security force. Securitas' recognition program includes:

- · Certificate of Merit.
- Security Officer of the Month
 Officers receive a \$25 bonus check, a distinctive plaque,
 and an Officer of the Month pin.
- Security Officer of the Year
 Officer receives a \$100 award, a distinctive plaque, and an Officer of the Year certificate. This officer is usually selected from the twelve Officers of the Month.
- Region Officers of the Year
 We select two officers from all the offices in a geographical region. One officer is recognized for overall performance and the second is recognized for heroism.
- Region Supervisor and Employee of the Month \$50 bonus and an Award of Merit Certificate presented by a region president for the commendable performance of a supervisor and a security officer. A commendation letter and distinctive plaque are also presented to the recipients of these awards.
- Region Supervisor of the Year
 The supervisor receives a \$250 bonus, Award of Merit Certificate, and a distinctive plaque. Supervisor of the Year is chosen from the twelve Supervisors of the Month.
- National Officers of the Year
 Two security officers are selected from among the five Region Officers of the
 Year. They are honored as Securitas' Security Officers of the Year in one of two categories performance and heroism.

Corporate Recognition

Special awards are given in two categories by executive management to security officers and supervisors:

- Medal for Meritorious Service
 Presented for courage and service above and beyond assigned duties in an emergency or disaster
- Medal of Valor
 Presented for risking one's life in the preservation of another's.



Service Awards

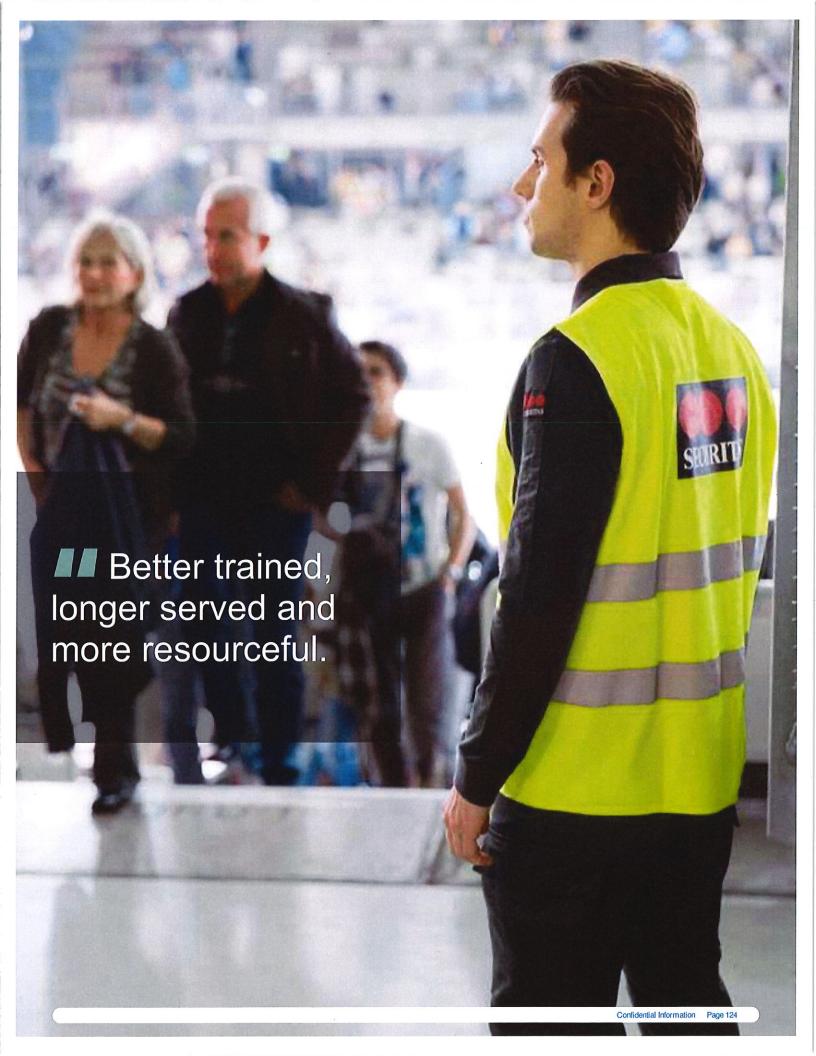
- One year-certificate.
- Five, ten, fifteen and twenty years Special Securitas gold pins

Additional Incentives

- Securitas maintains a toll-free Service Heroes Line, which
 provides our officers an opportunity to recommend ways to
 improve our service, programs and processes; share best
 practices and recommend cost savings ideas.
- Securitas has a program in place to motivate our employees by providing an avenue of communication from the branch office to the top of our executive management team. We use our awareness program, Securitas Hotline, to allow all of our employees a means to anonymously express their concerns without any fear of reproach. All of our officers receive a wallet card with the toll free Securitas Hotline and are urged to call if their concerns cannot be properly handled at the local or region level. The hotline is open 24 hours a day, seven days a week.
- We survey our officers periodically to determine how we can continue to improve our work environment. This survey provides information to assist in developing new programs that will improve officer morale and ultimately the officers' effectiveness on the job. After we identify general areas of concern, we solicit responses from branch office personnel on methods for improvement. These suggestions are reviewed and implemented whenever possible. In addition, we will not make suggestions based upon motivational effectiveness until we have surveyed our officers for their potential effectiveness.



- Our employees' achievements are also highlighted in the many publications we produce and distribute, such as local newsletters and our corporate management newsletter. In addition, we produce many other publications to provide a means of informing our employees and clients about company and security industry-related trends, news, events, services and new technologies.
- We offer opportunities to apply for scholarships with partnering institutions.





Security Officer Training and Certification

Professional Security Officer Training Development Path

Securitas provides each security officer with a clear training path. Our approach is based on three key elements:

- Certain principles and techniques, such as those dealing with observation, safety, reporting, interpersonal relations and Securitas policies, are consistent regardless of an officer's assignment.
- Clients have unique situations that may require additional specialized training; therefore, we provide both general and client-specific training.
- We meet the need for meaningful ongoing professional development to keep skills sharp through a number of innovative programs.

The initial training requirements of City of Austin will be completed within a mutually agreeable timeframe for all officers prior to permanent placement at City of Austin sites. Retained incumbent officers, as applicable, will also receive Securitas-specific elements of this training in manageable groups after transition so as not to interfere with security operations.

We maintain training certifications that list all completed training modules in each officer's file. Upon completion of a training module, the instructor administering the training certifies that this training was satisfactorily completed. For courses delivered through the Securitas Online Academy, testing and record-keeping is instant and automatic.

Level One		
minimum requirements for ent	ecurity officer skills and exceeds ry-level security officers. Candic ss as a condition of being hired.	lates must successfully
Hazard Communications	State Licensing	Security Officer Handbook
Bloodborne Pathogens	Harassment Awareness	Acts of Terrorism



Level Two

Level Two focuses on career development and includes site-specific training as well as Securitas' premier Advanced Certification Training (ACT) Program and specialized industry-specific programs. A site-specific training program focusing directly on your requirements will be developed for City of Austin upon our selection as your security partner. On-the-job training, conducted mostly on-site, is designed to instruct the officer on the specific requirements of the job. Specific training such as First Aid/CPR, AED, Fire Guard and Securitas' Safe Driving Program (for those required to operate a vehicle as part of the job) will also be conducted at this time. Additional Level Two training programs include:

Site Orientation	AED/CPR/First Aid	
Post Orders	Vertical Market Certification	
Safe Driving Program	Metal Detectors/Wanding	
Advanced Certification Training (ACT) 1	Firearms Instruction (if applicable)	
Advanced Certification Training (ACT) 2	Work Stoppage Security	
Advanced Certification Training (ACT) 3	In-Service Training	
Customer Service		

Level Three

Level Three offers rigorous, specialized training for officers who seek professional development beyond Level Two. Working with their managers to select appropriate courses, officers may choose advanced study in topics such as homeland security, workplace violence, risk assessment, emergency management and more. Additional Level Three training programs include:

10/2 - India 10/2 - India	Desferator of Ethion	
Workplace Violence	Professional Ethics	
Loss Prevention	Harassment and Discrimination	
Security Surveye and Diek Assessments	Toomwork and Londorphin	
Security Surveys and Risk Assessments	Teamwork and Leadership	
Advanced Customer Service	Hazmat Awareness Level	
Homeland Security Issues	Advanced Guarding Technology	
Emarganay Dagnana		
Emergency Response		



E-Learning and the Securitas Online Academy

Securitas meets training needs with advanced technology and sophisticated courseware design. The Securitas Online Academy leverages our industry-leading proprietary online security training courseware with a comprehensive, state-of-the-art Learning Management System (LMS) to create the finest e-learning program in the security profession.

E-courses offer security topics that deliver the highest-quality online learning experience and feature highly interactive simulations, engaging and informative graphics, self-paced learning, instant feedback, coaching, and real-time performance assessment. Our full-time professional e-learning developers apply principles of human performance improvement and adult learning theory to create our industry-leading courseware. This equates to improved performance and consistent training across the organization.

Our LMS facilitates course assignments, tracking and monitoring student progress, standard and custom training reports, testing and scoring, and career development, as well as course feedback that allow us to continually improve course material to make it even more effective.

Our partnership with SuccessFactors™ offers unmatched value and experience in online learning. Plateau provides LMS technology for many of the largest government and corporate entities, including the U.S. Air Force, NASA, GE and Yahoo.

Securitas' e-learning program delivers training when and where it's needed, with 24/7 learning access to both custom and off-the-shelf courseware, and standardized training across the organization. It is the perfect solution for just-in-time training for compliance issues, industry standards, homeland security, and more. All of this results in lower training costs, more training opportunities, and a dedicated workforce of security professionals.

The Securitas Online Academy benefits clients with consistent training and performance across locations and dedicated officers with career paths in security. This effective and efficient training is available when and where you need it.

Securitas' commitment to excellence in training and development provides you with the knowledge and assurance that you have the best-trained and most highly motivated security team working for you.



Advanced Certification Training (ACT)

Securitas has developed a three-part course of study known as our Advanced Certification Training Program (ACT 1, 2 and 3), which is designed to provide advanced training for each security officer. We will make this course available to all security officers at City of Austin. We encourage our security officers to participate as an opportunity to further their security knowledge and to prepare them for advancement, both at City of Austin and within Securitas.

Each ACT study course provides details of the security profession. Using the latest technology and solid learning theory, ACT e-learning courses can be delivered anytime and anywhere a computer is available. It allows officers to progress at their own pace to learn the materials while receiving immediate feedback on their understanding and application of the lessons. The state-of-the-art ACT e- learning programs are fully interactive, and based on the "tell, show, do" approach to learning that lets officers apply the principles they are learning in computer-simulated situations. Lessons are reinforced with online quizzes that give instant feedback. The final exam is administered by the officer's supervisor or manager, thus giving an opportunity to close the training loop with direct interaction with team leaders.

Upon receiving a satisfactory passing grade on the ACT 1 exam, the security officer is awarded a certificate. Upon passing ACT 2, a certificate and engraved "ACT Certified" nameplate is awarded. Successful completion of ACT 3 earns the officer a certificate and uniform pin with the designation of "Professional Security Officer."

Our ACT Program includes the following materials:			
ACT 1	ACT 2	ACT 3	
The professional security officer	Report writing	Workplace violence	
About Securitas	Fire safety	Traffic and parking	
Professional image and teamwork	Access control	Crowd control	
Customer service	Telephone & radio communications	Bomb threats	
Post orders	Patrol techniques	Substance abuse	
Limits to authority	Perimeter control	Harassment and discrimination	
Protection & observation	Vehicle access control	Fire safety	
		Emergency response	



Ongoing Professional Development

Ongoing professional development is a key element in maintaining security officer knowledge, skills and professional dedication.

Ongoing development plans designed to meet the specific requirements of City of Austin may include drills, exercises, audits and refresher training. In addition, Securitas provides continuing training and development opportunities through dynamic, proactive communication programs such as our monthly Security Spotlight and our flagship Excellence in ServiceSM program.

Security Spotlight

Distributed on a monthly basis, Security Spotlight examines issues and procedures surrounding current security concerns. Written for security staff as well as clients and their employees, Security Spotlight proactively examines security issues relative to current events and risks, such as terrorism awareness and response, seasonal safety and security, and more. Past issues have focused on issues such as bio-chemical terrorism hazards, counterterrorism awareness, bombs and bomb threats, hazardous weather, identity theft, and travel security. Security Spotlight topics can also be produced in response to client requirements.

Excellence in ServiceSM

In order to provide our clients with the finest security services available, we have developed an extensive program designed to train, motivate and empower every security officer. Our quarterly *Excellence in Service* magazine anchors the program with valuable information about officers' experiences and accomplishments, and concrete training topics that supervisors and officers discuss on a regular basis. Securitas officers and events are featured to highlight the training and/or client service topic being emphasized. To help reinforce knowledge and proper procedures, officers who correctly answer questions about the quarterly topics are eligible to participate in monthly, quarterly and annual drawings for cash and prizes. Each year, our security officer who wins the national drawing receives a check for \$2,500 at a special ceremony.



Annual Refresher Training

Securitas recognizes that a core base of security officer knowledge and critical skills is established as the foundation for success through basic, on-the-job and advanced training. Further, we recognize that certain critical skills require periodic re-certification to help ensure our security officers maintain consistently high levels of proficiency.

We are committed to working closely with City of Austin to determine specific critical skills and knowledge that should be periodically reinforced and retested through annual training. Through the professional judgment of both of our organizations, we will determine those critical skills and tasks our personnel must be able to perform.

This will, in turn, suggest the subject matter appropriate to reinforce, such as first aid, CPR, legal restrictions, and responsibility and authority of security officers. Of course, emergency procedures and plans, as well as any new or changing information, laws, client relations, corporate policies and case law applicable to the performance or duties of our security officers are also appropriate and should be included.

The value to City of Austin is that each officer will possess the necessary tools to provide excellent service at your facilities immediately upon assignment and as part of an on-going program.

Additional Value-Added Training Solutions

Our training capabilities extend well beyond basic and on-the-job training.

In addition to our ACT and e-learning programs, Securitas has a wealth of training resources, from industry-specific specialized programs to our Professional Development Series – almost fifty courses designed to enhance general business skills. Hundreds of courses, videos and resource materials addressing terrorism awareness and homeland security are available from Securitas and America's front-line agencies, including guidelines and courses from ASIS International, FEMA, American Red Cross, Department of Homeland Security, FBI, Department of Justice and CiNet (Critical Information Network, formerly PSTN). We have access to additional innovative training materials to further enhance the skills and knowledge of our security officers, supervisors and managers. We can work closely with you to implement these additional, exciting, high-quality training resources at each City of Austin site.



Security Training Succession Plans

Securitas can implement a training succession plan for our security officers and supervisors. Successful completion of each proprietary training course will make our officers eligible for an optional promotion and put the officer on track for the next phase of training.

We believe knowledge must also be linked to successful application of that knowledge and job performance. Consequently, as openings or promotion opportunities occur, officers on the training succession path will be eligible for consideration based on their level of completed training in conjunction with their performance evaluations.

The benefits of such a program include the following:

- Qualified individuals are identified as they proceed along the training succession path and their skills are identified.
- Participating in training provides the officer with a sense of value to Securitas and City of Austin. This sense of value provides non-monetary reinforcement and contributes to good morale.
- Good morale through the investment of training leads to increased retention.



Training

Securitas Center for Professional Development

Our commitment to provide our clients with properly trained security officers was the driving force behind the creation of the Securitas Center for Professional Development (SCPD). This professional training management organization brings together dedicated trainers, cutting-edge courses, strategic business partnerships, and security industry experts to deliver world-class programs, products and services. The value of SCPD to City of Austin will be evidenced by a professional training capability that presents innovative and state-of-the-art training programs to our security personnel assigned to protect our clients' employees, visitors and critical assets.

Securitas has made a substantial investment in SCPD and the related local and region training and development functions. An important service provided by Securitas is a dedicated training officer or selected supervisors to provide training at each City of Austin location. City of Austin trainers are supported by training staff and SCPD to help ensure the proper dissemination of new training programs, materials and methods, and to keep trainers current regarding available resources.



Each of Securitas' five regions is staffed with region, area and/or local trainers, whose role is to:

- Manage efforts in training, organizational improvement and performance enhancement.
- Conduct training in a variety of settings and develop curricula that combine multiple existing and acquired resources.
- Analyze performance of individuals, programs and organizational units; develop performance and competency models.
- Develop partnerships with clients by learning the clients' business and collaborating to identify learning opportunities that will enhance the delivery of security services.

Key competencies possessed by members of the training and development group are:

- Understanding of client business processes and success factors.
- The ability to conduct job task analyses in complex environments and develop corresponding curricula and performance and/or knowledge-based training modules based on varying needs.
- Planning, organizing and leadership skills particularly as they relate to the development of annual training plans for a branch office or a specific client.
- Presentation and group facilitation skills.

Area trainers are individuals who deliver training programs as requested by clients or required by Securitas. Our flat organization keeps training specialists close to the field to meet client-specific needs. With years of experience, many of these professionals hold security industry certifications as well as training credentials. This team is also responsible for updating the officers' training records and awarding corresponding recognition such as certificates and pins. These local professionals are responsible for delivering the local training curricula.

This team of trainers is supported by SCPD. In addition to being the primary driver of company-wide performance improvement initiatives, these professionals are dedicated to the development of field-requested curricula. Our training managers and curricula developers have backgrounds in training, education, instructional design, computer programming, graphic design, cognitive psychology and communications, as well as security, law enforcement and military experience. They are guided by principles of human performance improvement and adult learning theory, and maintain membership in the American Society for Training & Development (ASTD) and ASIS International.

Through custom development and strategic partnership with industry content developers, SCPD provides curricula and lesson plans in multiple formats to meet the specific needs of our clients. Delivery platforms include online and instructor-led classroom courses with presentations, workbooks, and lecture notes, as well as video programs and self-study courses. We have built the leading e-learning program in the



security industry. Proprietary interactive courses are available at anytime and anywhere there's a computer. Our LMS, the Securitas Online Academy, was designed in partnership with the same organization that provides services to government and global corporations and supports online training, testing, tracking and reporting.

Securitas will bring City of Austin the security industry's most innovative and professional capability with qualified local training professionals supported by world-class resources to implement the appropriate training at your facilities.



Additional Training Programs

Access Control Fundamentals

Access Control Fundamentals focuses on the core concepts of access control: monitoring and controlling the movement of people and property entering or exiting a specified area. Topics include providing excellent client service while controlling access, procedures for allowing access by authorized people and products, identifying and dealing with intruders, monitoring visitors, and denying access to prohibited materials.

Access Control Equipment

This course covers the functions, benefits and limitations of access control technology. Topics include lock and key security, understanding and use of electronic access control devices, CCTV functions and monitoring techniques, and alarm technology and response. This course stresses that successful access control programs rely on both technology and vigilant security officers.

Bomb Threats

This course provides specialized training to security officers as first responders to bomb threats. Topics include being prepared, remaining observant, fielding calls, and responding to and reporting bomb threat incidents. The Securitas Bomb Threat Checklist can be printed from the course. A realistic simulation exercise gives security officers the chance to practice their skills.

Crowd Control

This course focuses on how to help protect clients' employees, guests and property in situations that draw crowds, such as planned events and demonstrations, work stoppages, and fire and accident scenes. Topics include knowing the difference between a crowd and a mob, preparing for crowd control duty, managing aggressive individuals, and maintaining a professional demeanor.

Maritime Transportation Security Act – MTSA

This program was produced by the Pinkerton risk management division of Securitas for security officer training at port facilities. It is a comprehensive review of the Maritime Transportation Security Act.

Customer Service Essentials

Customer service is a fundamental duty of security officers. In this interactive elearning course, students learn and practice the Securitas formula for excellent client service. Additional topics include the Securitas core values of Integrity, Vigilance and Helpfulness; the five fundamental customer needs; actions and attitudes for outstanding customer service; and active listening skills.

Customer Service Excellence

This course focuses on improving client satisfaction and fostering a team approach to client service. Course highlights include understanding clients and what they expect, creating a positive total experience, dealing with challenging



clients, and becoming a service star. This course is part of the Securitas
Professional Development Series.

Dealing with Difficult People

This course outlines the skills and practices needed by client service professionals to defuse, calm and positively resolve a negative encounter with a difficult person. The course focuses on active listening skills—listen, clarify, confirm, think before responding, acknowledge, explain, offer a solution—and how to act professionally and remain under control in difficult situations.

Documenting Discipline

This course helps supervisors and managers with the human resource management issue of documenting discipline. It offers strategies to approach discipline in an effective and supportive manner while maintaining critical records of disciplinary incidents. Topics include the FOSA+ system; discipline and termination issues; and disciplinary meetings. This course is part of the Securitas Professional Development Series.

Emergency Response

This course covers critical areas of understanding and following emergency response plans and the importance of personal safety. Dynamic interactive exercises reinforce learners' understanding of how to respond to emergencies such as accidents and illnesses; leaks and spills; power outages; and natural disasters, including earthquakes, tornados, hurricanes, floods and winter storms.

Fire Safety

Fire Safety teaches the fundamentals of fire prevention, detection and response. Topics include fire hazards, the importance of vigilance and reporting in fire prevention, what to do in case of fire, safety-first guidelines for extinguishing a fire, the four classes of fire extinguishers and their specific uses, and the P.A.S.S. method for operating a fire extinguisher correctly.

How to Get Everything Done

This time management course aimed at managers and supervisors focuses on the "how-to" of prioritizing tasks, overcoming procrastination, organizing paperwork, conducting more productive meetings, and delegating tasks. Topics include timesaving techniques, strategies for developing better work habits, and managing multiple priorities. This course is part of the Securitas Professional Development Series.

Law and Order

This course deals with crime and its aftermath—a criminal or civil trial. It covers security officers' responsibilities when encountering a crime scene and what they can expect if called to testify. Topics include protecting evidence, securing a crime scene, reporting a crime, subpoenas, the different types of hearings and useful tips on giving testimony.



Limits to Authority

Limits to Authority emphasizes and demonstrates how the role, responsibilities and authority of security officers differ from those of lawenforcement personnel, especially in instances involving criminal or threatening behavior. Topics include the importance of following post orders, guidelines for conducting inspections and searches, detention and use of force.

Listen Up: Hear What's Really Being Said

This course teaches the fundamentals of active listening in order to help learners become better managers, supervisors and team players, and provide excellent service to clients. Topics include becoming an active listener, techniques to improve listening and responding skills, and potential negative outcomes of poor listening. This course is part of the Securitas Professional Development Series.

Motivation in the Workplace

This course provides managers and supervisors with insight and techniques on how to acknowledge, motivate and reward their team members. Topics include work-based needs, money and motivation, managing for continuous improvement, positive and negative feedback, and practical solutions to increase workers' motivation. This course is part of the Securitas Professional Development Series.

Patrolling Tips & Techniques

Patrolling is a fundamental duty of security officers. In this course, participants learn about the function and purposes of patrol, patrol methods and types of patrol, and how to prepare for and conduct safe and effective patrols. Interactive exercises challenge learners to spot potential hazards and risks they might encounter while on patrol.

Perimeter and Vehicle Access Control

This course addresses a primary duty of security officers: to keep intruders from breaching the perimeter of client sites—whether they are on foot or in vehicles. Topics include types and functions of perimeter barriers, the importance of maintaining clear zones, detecting and reporting perimeter breaches, conducting simple and visual searches of vehicles, and vehicle access control procedures...

Radio Communications

This course focuses on how to use and care for a fundamental tool of the trade—the two-way radio. Topics include the function and common features of radios, range and limitations of radio transmissions, battery charging and maintenance tips, radio etiquette and communication protocol, and use of 10-codes.

Report Writing

This course instructs learners in how to produce complete and accurate reports. Topics include Do's and Don'ts of reporting writing; Daily Activity Reports and Incident Reports; and five rules of effective report writing—answer the 4Ws, state facts clearly, be concise, be accurate and report in chronological order. Interactive exercises also test learners' quick observation skills.



Substance Abuse

This course addresses the safety and security issues that can result when substance abuse affects the workplace. Topics include the role of security officers to observe and report, signs of potential substance abuse, and how to respond properly to individuals who may be drugimpaired. Securitas' policy and commitment to a drug-free work environment are also discussed.

Telephone Excellence

This course demonstrates how to excel at client service on the phone. It focuses on fundamental skills such as identifying oneself and addressing callers in a professional, courteous manner; speaking clearly using a pleasant tone of voice; using active listening skills to confirm callers' needs; and procedures for providing assistance, taking messages, placing callers on hold and transferring calls.

Traffic Control and Parking Lot Security

This course addresses specific post duties that call for monitoring and directing traffic, and maintaining parking lot security. Interactive graphics and exercises help security officers learn and practice significant points of traffic control and parking lot security. Topics include controlling traffic flow, directing traffic using hand signals, safety awareness, parking garage patrols and access control.

Workplace Violence

This course aims to help security officers prevent violent incidents by detecting, deterring and reporting aggressive individuals and their actions. Topics include recognizing potentially violent individuals and situations, preventing incidents from escalating, and properly responding to and following up on incidents. Real-life scenarios test learners' ability to spot "red flags" and potential triggers.

Writing for Business Results

Writing for Business Results focuses on how to produce business correspondence—letters, emails and memos—that moves readers to take action. Course highlights include creating effective business letters using email and memos successfully, the five C's of good writing, and choosing the right words. This course is part of the Professional Development Series

Page 1 of 1 LMS Site Curriculum



LMS Site Curriculum

ACT 1, 2, and 3 OLTs with 30/60/90 requirements

Securitas Vision Training for Officers, due 30/30

Securitas Vision Training for Officers; due in 30 and 45 day

Courses in Curriculum

SecuritasVision for Officers: Getting Started (v. 2 Tablet)

Description: This course provides officers with the fundamentals of using SecuritasVision on a Tablet PC. It addresses all critical functions, prepares officers for specific on-the-job instruction, and uses the user manual as a guide. This required course is a recorded, self-paced version of the Webinar, which may be substituted for it. May also be used either as a refresher.

Credit Hours: 2.0

Delivery Method:

Online Training

Site: All

Completion Time Frame: 30 Days - Event

Retraining Requirement: N/A

Required

Securitas Vision Online Introduction for Tablets

Description: This course provides an introduction to SecuritasVision and the Tough Book Tablet-- their fundamental features and uses. It is required for officers and managers before installation of SecuritasVision.

Credit Hours: 0.5

Delivery Method:

Online Training

Completion Time Frame: 30 Days - Event

Required

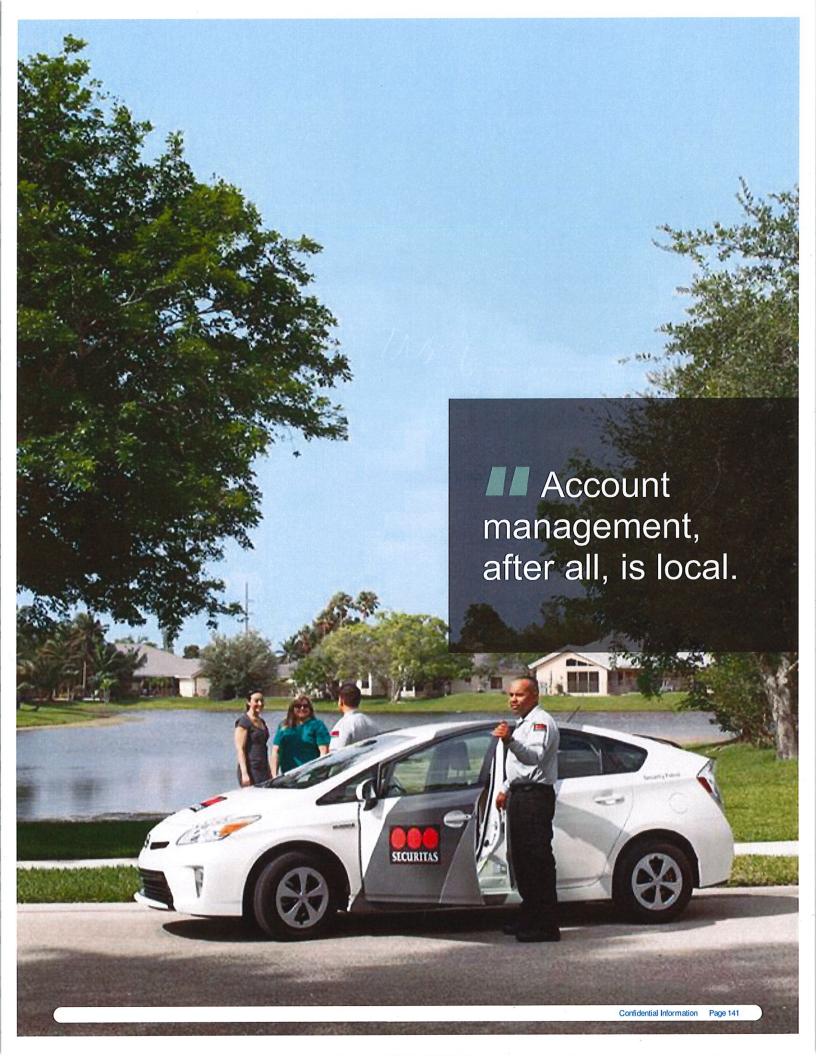
Retraining Requirement: N/A



						Legend 🗓
Users	Status				Legend	
NAIME NILI						
DAVID SOHAGI					•	Complete / On Tra
HAMISI KATENDE	•				<u> </u>	Due in 5 Days Past Due / TBA
ANTHONY SMITH	*				ТВА	To Be Assigned
	~					
BERENICE LOPEZ GARCIA						
BRENDA BUSTILLO	\Phi					
ALEXANDER CLARCK						
PEARL GEORGE						
GEORGE BARBOUR	\rightarrow	3.65				
HUNTER HARNETT	\rightarrow					
ERICA COLON						
MARI CULLENY						
lite Summary	1					
Courses Complete / On Track:	77					
Courses Due in 5 Days:	1					
Courses Past Due / TBA:	30					
Courses % On Track:	72.2%					



Tab 6 - Schedule & Timeline





Securitas' Transition Plan

Transitions, regardless of scope, pose a variety of challenges. Identifying these challenges makes overcoming them a matter of process. Securitas has successfully executed transitions throughout the world at levels that are truly remarkable. To continuously improve our transition process, "best practices" and "lessons learned" are communicated to all levels of management to provide timely implementation.

Most new Securitas clients already have incumbent security personnel with whom the account transition team works with to ensure a successful change in service providers. We understand it is the face to face interactions, the relationships that are so very important during transitions. We work to provide confidence and assurance to all those involved.

In 2015, Securitas managers transitioned over \$400 million in security services.

Securitas managers are experts in transitions. In 2015, they transitioned over \$400 million in services from in-house private security and other contract security providers using our Excellence in Service process (Transition references are available upon request). This was accomplished without any major issues or disruption to our client's operations.

Securitas is well aware of the negative impact an inadequately designed and implemented transition can have on the continuity of operations of a client. Our team and our proven processes will help to provide a seamless transition at each facility.

Transition, then transformation

Transitioning is not our ultimate goal, transformation is. To transition your current security staff to our practices, then transform them to our comprehensive security solution, a number of items are scheduled. We introduce our experienced transition team, consisting of the Area Vice President of Operations, Branch Manager, Human Resources Manager, Recruiting Manager and Training Manager. These members oversee every area of the operation ensuring all post are understood, evaluated and enhanced to our standards of protection. This team then works to develop a comprehensive transition and implementation plan for The City of Austin.

The transition plan is formalized approximately 30 days prior to the "start of service" date. The implementation plan typically takes an additional 60 days from the start of service, depending on the scope of the project. In addition to guards, value added programs are identified and introduced where applicable.



The current security industry categorizes *Guards*, actual boots-on-the-ground, and *Systems*, various technologies, into two *separate* categories, Securitas does not. We see both of these as different tools utilized for the same purpose; to provide The City of Austin with the most secure and cost efficient security program. A complete security plan is built using both people and technology to create comprehensive security for your organization; thus transforming your security program into a modern, cost effective solution.

During the numerous transitions completed over many years, we have learned:

- To ask detailed questions and understand our clients' expectations.
- Communication with guards and key stakeholders regarding transition information is critical and must be timely. We create employee communications regarding transition activities to keep everyone informed.
- It is necessary to maintain flexibility regarding transition and implementation schedules.
 Clients' requirements and their environments are dynamic, periodic adjustments may need to be made.
- To fully document and disseminate internal transition reports in order to evaluate progress and make necessary improvements in our methodology.
- Performance measurement begins with transition; our clients expect to be kept fully informed regarding completion of critical transition milestones. At a minimum, weekly progress reviews are conducted with our clients.

Our transition plans have taken these "lessons learned" and incorporated them into a detailed schedule that becomes a living document. This framework represents our commitment to The City of Austin and provides a measurable tool by which all parties can follow Securitas' progress.

Our transition objectives are the following:

- Enter into contract negotiations with Rockford Mass Transit District in good faith to efficiently and quickly finalize an executed service agreement.
- Establish communications with corporate and local Rockford Mass Transit District security representatives to receive early guidance during transition and contract operations.
- Conduct an Operational Analysis to determine the quality and effectiveness of security
 policies and procedures at each site covered by our service agreement.
- Customize our transition plan and develop milestones for activities and responsibilities.
- Implement an ongoing communications plan with all team members.
- Implement our recruitment, screening and selection programs for both new and incumbent employees.
- Conduct an assessment of job tasks, training needs and requirements and finalize our training program for Rockford Mass Transit District review/approval.
- Establish property control records and conduct an orderly transfer of any client-furnished equipment.



- · Establish administrative, logistic and financial controls.
- Finalize our management and staffing plan with Rockford Mass Transit District management input.
- Review and revise general and post orders and other directives as needed.
- · Develop and/or revise detailed job descriptions.

Service Initiation - Implementation

Securitas helps to remove transition concerns through process and planning accountability. This proven, formal process is documented in our 72 page Securitas Service Excellence - Service Initiation Workbook. The workbook, along with its companion guidebook, helps to ensure service starts smoothly and provides a foundation for ongoing success.

Topics include:

- Transition Plan (from contract signing to service start)
- Implementation Plan (first 60 days after service start)
- Periodic Hazard Assessment Checklist
- Post Order Requirements Survey
- Client Service Plan

Post Orders Distribution System (PODS)

As a result of the information captured by our Service Initiation Workbook, job descriptions, specific shift functions and an in depth review of your facility, post orders for your facility are developed by our management staff. Once SecuriMetrics approves the content of this information, your branch manager will prepare the final document utilizing our Post Orders Distribution System (PODS). PODS is a proprietary software program that ensures that all of the client's expectations are being met in the post orders. This template ensures consistency and provides our officers with the detailed information needed to perform their jobs to your expectations. The template is stored electronically so maintenance and updates can be performed easily and communicated to the security staff efficiently.

Securitas will maintain and update post orders with the client having final approval on an annual basis to ensure compliance. Additionally, on-site officers will be retrained on any procedural changes in the post orders as they occur.



Account Management Team

Organization charts will be opened and filled with incumbent, Securitas personnel and any new-hires deemed needed to fulfill the contract commitment. Organization charts will help easily frame management and reporting structure.

Retaining Incumbent Personnel

We recognize the value of incumbents' knowledge, skills and abilities and will seek to retain those personnel you request. Incumbents who are retained must successfully pass Securitas interviews, reliability testing, drug screening and reference checks to determine their eligibility for employment with Securitas.



Proactive Communication with Incumbent Personnel

Incumbent concerns regarding the transition to Securitas are mitigated through proactive, personal communications. After contract award, and with your prior notification and approval, we will implement the following activities:

1. Team Meeting (town hall style)

- Brief introductory meeting to all available incumbents
- Announce Securitas contract award & transition timetable
- Introduction to Securitas & benefits of continuing employment
- Answer questions, i.e., benefits, grandfathering vacations, etc.
- Avenues of communication regarding transition concerns

2. Individual Meetings (one-on-one)

- Meet with incumbent personnel, walk them through application process
- Introduce Securitas hiring process, timelines & hire packet
- Answer questions, introduce possible retention offers

3. Follow-up Individual Meetings (one-on-one)

- Answer follow-up questions & discuss any concerns
- Face-to-face, email or phone based meeting, incumbent preference

Transition Newsletter

Communication, shared regularly and clearly helps smooth many activities that can be other wise stressful to a changing workforce. In addition to other communication tools, our newsletter allows for specific information to be shared for specific circumstances to any given site, post or unique location. Topics may include:

- Invitation to Apply
- Securitas Transition Team & Contact information
- Town Hall Meeting
- www.securitasjobs.com
- Transition Timeline
- Welcome to the Team
- Securitas Security Services USA, Inc.
- Rumor & Stress Control



Securitas' City of Austin Transition Process

The following activities help to deliver a contractually compliant, seamless transition.

- Ask critical questions to understand expectations, both corporate and local
- Communicate transition information in a timely manner (employee packets, newsletters)
- · Maintain flexibility in transition timelines and implementation to changing needs
- · Fully document and disseminate transition reports for evaluation and improvement
- Measure performance and provide you weekly progress reviews
- Solicit post-transition feedback for improvement opportunities
- Have a Branch Team member present for the start of each shift including weekends
- · Daily visits, including the first time employees and visitors are on the site
- · Review site specific training that has been performed
- · Review personnel assigned to the site to ensure they meet standards
- Confirm all contract requirements met
- Meet weekly with City of Austin representatives for the entire implementation period
- Area Vice President will contact City of Austin Designated Contract Managers twice during first two weeks
- Review first invoice with City of Austin Designated Contract Managers (face-to-face)
- Cross-train personnel and backup personnel
- Document transition Milestones

The following major milestones highlight our transition process. A detailed listing is included in the Securitas Service Initiation Workbook.

- · Enter contract negotiations to efficiently and quickly execute a contract
- Establish contact with your representatives for transition guidance
- Establish immediate contact with incumbent officers and distribute a custom Transition
 Newsletter to minimize uncertainty
- · Finalize the transition and implementation plans
- · Assess quality and effectiveness of all security operations as requested
- · Conduct operational needs assessment of each site and post as requested
- Initiate recruitment, screening and selection programs
- Assess job tasks, training needs and requirements, present final programs for review
- Setup property control records and transfer client-furnished equipment and material
- · Finalize supervision and staffing plan with your input
- · Finalize directives, general and post orders as needed



Transition & Implementation Schedule

The following is an example of the precise and detailed schedule, start date and length of activities to take place during transition. It should be noted, great time and consideration is appropriated when customizing this schedule, as each client has unique needs and time allocations. Flexibility is also acknowledged throughout the schedule to ensure all activities are met and fulfilled to the satisfaction of both the client and Securitas. (See attachment for actual Excel file)

I	Transition & Implementation [C	ient]		V	/ee	k											
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	Activity	Start	Finish	Responsibility	_							-	_			950	_	
. 19	Transition	3000																
1	Award scenario finalized; contract awarded; transition account to Securitas on agreed date	1	1	Client, AVP & BM	15.54										- 3		\neg	
	AVP and Branch Manager have been identified and contacted and informed of the site.	1	1	AVP & Branch Manager		1991	200										\neg	
	Activate Securitas Transition Management Team Teleconferences discussing the details of the transition plan action items will be conducted with all members of the transition team.	1	3	AVP													T	
	Develop transition plan. Meet with Security team to discuss transition and finalize transition plan.	1	1	BM & AVP			250		Walter O	100		1	-	-		_	+	_
8	Conduct weekly Transition Team conference calls with all team members and client representatives to discuss progress on each action item outlined in transition plan. Outline any concerns or obstacles to success.	1	6	BM & AVP								\vdash		П		\top	T	_
8	Meet with the client to present the Securitas USA Service Initiation Kit.	1	1	BM & HR Mgr.			200.00		-		-	-	_	\vdash	-	-	+	_
-	Conduct Operational Analysis	1	6							-	-	-		\vdash	-	\rightarrow	+	_
	Conduct Operational Analysis Conduct Risk Management Safety Inspection.	1		BM & HR Mgr.	1000		_	_	_	-	-	-	-	\vdash	-	\rightarrow	+	_
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1	Complete Post Order Requirements Survey.	1	2	BM & HR Mgr.					_	_	_	_	_	\vdash	_	_	+	
_	Work with client to prepare Post Orders.	1	4	BM & HR Mgr.		_				_	_	_					_	
	Prepare Hiring Profile.	1	1	BM & HR Mgr.	1200													
	Order supplies and equipment.	1	4	Admin. Coordinator	200	COL	753											
	Order uniforms,	1	3	Admin. Corrdinator & HR Mgr		1000												
	Review and prepare wage and benefit package.	2	3	BM HR Mgr.		1000							100		\neg		\neg	$\overline{}$
_	Prepare site specific training materials.	1	4	BM & Trainer			6 6										\top	_
	Prepare master schedule.	3	3	BM & Acct Mgr.	-		and.		$\overline{}$								\neg	_
	Select Account Manager	3	3	BM & AVP-(Client)			9.00		\vdash	-		1		\vdash	\neg	-	\pm	_
	Recruit and select officers based on client requirements, recruiting internally/externally.	1	4	Admin, Corrdinator & HR Mgr			100		-	-	-	_			\neg	-	-	_
_	Meet with client to review Post Orders.	1	4	BM						-	1	_			\rightarrow	-	+	_
	Issue and fit uniforms.	3	4	Admin, Coordinator & HR Mgr		2500		0.00		-	_	-			\rightarrow	-	+	_
-	Meet with client to confirm Post Orders, brief on Transition Plan progress and discuss invoice procedures.	1	5	BM						-	-	-		\vdash	\rightarrow	-	+	_
-	Conduct Security Officer Introduction Program to all new and incumbent security officers.	3	4	HR Mgr., BM	_				-	_	-	_		\vdash	-	-	+	_
_	Confirm all personnel files for full pre-screening documentation.				-					_	-	-		\rightarrow	-	\rightarrow	+	_
		3	4	ALL HR Staff	_			198			├	_		\vdash	_	\rightarrow	+	_
_	Conduct on-site specific training of security officers.	3	5	BM & Acct Mgr.	_			1000	9	_	_	_	\vdash	\vdash	_	_	\rightarrow	_
	Establish specific service start procedures:	3	5	BM							_	-		\vdash	_		_	
_	Arrival of supervision.	4	5	BM								_		\vdash	_		_	
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	A branch team member must be present for the start of each new shift	5	5	BM & Acct Mgr., FSM & Sales													\top	_
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_	Visit the account daily so that all service is properly initiated.	5	5	BM & Acct Mgr. & Field Supervisor			_									_	+	_
	Schedule to be on-site the first time the client is back on-site after start-up.	5	5	BM & Acct Mgr.			_	_			_			\vdash	\rightarrow	-	+	_
_	Review site specific training that has been performed.	5	6	Acct Mgr. & BM				_							\rightarrow	-	+	_
-	Review personnel assigned to site so they meet all standards.	5	7	BM, HR Mgr., Acct Mgr.			_	_						\rightarrow	\rightarrow	_	+	_
-	Confirm that all contract requirements are being met.	5	7	BM & AVP				_							_	_	+	_
_	Weekly meetings with the client during the Implementation period.	5	12	BM			_	_						\vdash	_	_	+	_
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_	Area vice president contacts the client (phone or face-to-face).	5	8	AVP			_	_							\rightarrow		-	_
_	Review first invoice with client (face-to-face).	9	10	BM											_	_	_	_
_	Cross-train personnel and "back-up" personnel.	6	12	BM & Acct MgrTrainer			_						-	\vdash				
-	Introduce the Excellence in Service and other Securitas USA programs.	5	12	BM									-	\rightarrow				
	Provide Operational Analysis Recommendations	12	16	ВМ														
	Review of Post Orders	11	16	BM														
	Audit of Training all officers	10	17	Trainer, Acct Mgr. & BM													T	
	Implementation of Vision Tour System/Client Connect Dashboard	10	11	BM & Technology Director												13	T	_
	Contract Compliance (Complete Review of all contract requirements)	8	14	AVP & BM					83									
	License Compliance NC (PPSB)	5	12	Compliance Mgr. & HR Mgr.						1	1	100				1		
	Off Hours Officer Inspections	6	18	Securitas Managers & Field Supervisor			\neg		100	1 -2			\neg					
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	Vehicle Audit & Maintenance	5	16	BM & Acct Mgr.			_	\neg						\rightarrow			-	_
	Officer Performance Reviews & Evaluation for Post Assignment	9	16	BM & Acct Mgr.	-	_	\rightarrow	-					\rightarrow	\rightarrow	_	_	\rightarrow	_



Transition & Implementation [Client]

Week

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3	Activate Securitas Transition Management Team Teleconferences discussing the details of the transition plan action teams will be conducted with all members of the transition team.	. 6	AVP										-						+	_
П	Develop transition plan. Meet with Security team to discuss transition and finalize transition plan.	-	BM & AVP					F	-		ļ	F	-		ļ	-	-	-	+	_
vo .	Conduct weekly Transition Team conference calls with all team members and client representatives to discuss progress on each action item outlined in transition plan. Outline any concerns or obstacles to success.	6	BM&AVP																	
9	Meet with the client to present the Securitas USA Service Initiation Kit.	-	BM & HR Mgr.					F	+		‡	-	+		+		1	Ŧ	+	_
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T	Conduct Risk Management Safety Inspection.	1 2	BM & HR Mgr.											L			F	F	H	_
T	Complete Post Order Requirements Survey.	1 2	BM & HR Mgr.																F	1
Т	Work with client to prepare Post Orders.	4	BM & HR Mgr.																H	_
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45	Implementation of Vision Tour System/Client Connect Dashboard	10 11	BM & Technology Director										H					-	H	_
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Security Transition Plan



	Transition Team Expectations
Team Area	Roles and Expectations
Securitas Area Vice President	The AVP will oversee the local management of the client's account from transition through day-to-day success.
Human Resources Manager	Recruit qualified candidates and process them through the system and prepare them for orientation
Technology Director	Technology Design, Implementation, Coordination and Training
Regional Director Training & Develop.	Train all employees from orientation through CPR, First Aid and AED.
Branch Manager	Operational analysis, review post orders, establish working schedules, create training program
Compliance & License	Insure that all employees are properly licensed with the State prior to beginning work at the client's site
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		Trar	Transition Tracker	10
SECURITAS			he City of Austin	
		Full Transition C	Full Transition Completed by 2-6-17	
		Responsible	Completion	
ue Date	Due Date Task Assigned	Party	Status	Notes
6-Jan	Order Equipment (Carts & Vehicle	Dave Schiller		
6-Jan	Internal Securitas Job Posting	Tennille Grey		
6-Jan	External Securitas Job Postings	Tennille Grey		
7-Jan	Technology Orders (Cellphones & Vision	Rene Lopez		
7-Jan	Establish Job Offer Goals/Objectives	Tennille Grey		
9-Jan	Billing preference	Chris Martin		
9-Jan	Create Pay/Bill Table per position	Chris Martin		
9-Jan	Uniform Final Selection	Dave Schiller		
20-Jan	COA Contract Finalized	Robert Russell		
9-Jan	Distribute Transition Newsletter to Staff	Chris Martin		
10-Jan	Order Duty Equipment	Dave Schiller		
10-Jan	Order Uniforms - Batch #1	Dave Schiller		
10-Jan	Account Manager Interviews & Selection	Dave Schiller		
11-Jan	Orientation/Site Specific Training Programs	Rene Lopez		
12-Jan	City of Austin Site Visits; Ops Analysis	Dave & Rob		
13-Jan		Chris Martin		
16-Jan	Incumbent application deadline/Status vs. Goal	Tennille Grey		
17-Jan	Internal officer interviews	Rene Lopez		
19-Jan	Incumbent Hiring Selection (Finalize)	Tennille Grey		
20-Jan	KPI Report Development	Robert Russell		
23-Jan	Order Uniforms - Batch #2	Dave Schiller		
23-Jan	Job Offers out	Tennille Grey		
24-Jan	Site Training Process	Chris Martin		
24-Jan	Pay/Bill Rates and master schedule in SAFES	David Schiller		
25-Jan	Incumbents in SAFES	Tennille Grey		
27-Jan	Specialized Training (SOC, Patrol, Event Staff, Courts)	Rene Lopez		新 · · · · · · · · · · · · · · · · · · ·
30-Jan	Uniform Issuance			
30-Jan	Review Readiness for 2/6/17 Start-Up	Transition Team		
30-Jan	Site Training Process (New Hires)	Chris		
31-Jan	Verify Equipment Ready for Deployment	Chris Martin & Dave Schiller		
	City of Austin Start-Up February 6, 2017	ALL		





Transition Informer

2017

The City of Austin & Securitas USA have partnered their security services needs

The City of Austin and Securitas become partners in security! We're excited to announce that Securitas Security Services has been selected to provide physical security services to City Facilities across the Austin Metropolitan Area. Securitas is an industry leader and employer of choice for security services dating back to 1850.

As a security officer currently working at The City of Austin we recognize the importance of your role and the responsibilities you have in securing the client's properties. Therefore, we invite and encourage you to apply with Securitas for consideration in continuing your employment servicing The City of Austin with Securitas.

As the leading provider of security services, Securitas offers: free Life Insurance, free uniforms, ACA Compliant medical plans, 401K, direct deposit, paid vacations, a multitude of training opportunities, career advancement and much, much more.

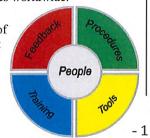
It's our goal to make the transition as smooth and worry free as possible. There is much to coordinate and implement before start-up, but we want to assure you that your questions, concerns, and welfare are at the top of our list. This newsletter is intended to create open and direct communication throughout the transition process and beyond.

Securitas Security Services USA, Inc.

Securitas Security Services USA, Inc. (Securitas) is the largest provider of security officer services in the United States. Securitas USA has more than 600 dedicated branch managers servicing the U.S. and employs approximately 100,000 professional security officers throughout North America.

Securitas USA's parent company is Securitas AB headquartered in Stockholm, Sweden. Securitas AB has approximately 280,000 employees worldwide, with established operations in 52 countries with the ability to provide services in over 90 countries worldwide.

We understand the importance of focusing on service excellence at the local level and we know that it all starts with our employees as they truly make a difference. Our



officers are at the center of our service wheel.

Staying Focused:

Our experience with transitions will help make the process easy, stress-free, and exciting for all of our new officers supporting The City of Austin.

We understand that changes cause a certain amount of anxiety and apprehension, but please be assured that it's our goal to keep you informed and apprised throughout the transition. We recognize our responsibility to give you the correct answers and information to your questions and concerns in a timely and efficient manner.

We also know that stress is an inevitable part of change, especially when it involves your job. The degree of stress is in direct proportion to our ability to answer your questions and concerns. Proper communication and rumor control are the best defenses against stress. If you have any questions, then please ask us.

We know you have many questions about your future employment, wages, benefits, career opportunities, etc., so hopefully this newsletter and future meetings will help address any questions or concerns.

Here are some helpful ideas:

- Learn as much as you can about Securitas @ www.securitasinc.com
- DO NOT rely on rumors; find out for yourself.
- DO NOT pass on rumors to others.
- Bring us your concerns and let us help resolve them.
- Hold us accountable.

This is an exciting time for all of us! The transition should be a pleasant and memorable experience. We hope to earn your trust and respect throughout the process. If for any reason you feel you are not getting the assistance you require, than please contact us right away.

The Securitas Transition Team

The Transition Team is comprised of locally based professionals in security operations, training, human resources, recruiting, screening, and applicant processing.

We plan to have regular meetings to keep everyone informed about the transition and keep the lines of communication open.

Securitas Security Services USA, Inc.



Transition Informer

2017



You'll soon find that working for Securitas has its rewards.

Interviews and briefings will be conducted at convenient locations and times throughout the transition to inform you about the benefits

of being employed by Securitas.

The dead line to apply to Securitas will be January 15, 2017

Apply in at www.Securitasjobs.com

This will be your opportunity to "check us out", meet our managers, and consider employment opportunities with Securitas.

The Securitas Transition Team will provide important jobrelated information such as employee benefits, starting wages, job opportunities, training programs, and so on.

Our goal is to provide **World Class Service** to both The City of Austin and you. This is an exciting time for all of us and we look forward to making a lot of new friends along the way.



Transition Matrix

Some of the specific steps concerning the Transition Processes are listed below. It should be viewed as a general blueprint of the step-by-step process as we transition over.

- 1. Receive Transition Packet
- 2. Complete Basic Info Form and turn in
- 3. Sign Background Authorization Form and turn in
- 4. Apply with Securitas Online
- 5. Attend Orientation Class and bring all required documents
- 6. Receive Uniforms (at no charge to Employee)
- 7. Get Job Assignment Form and Regular Schedule
- 8. Begin Work in Securitas Uniform begin on date given

How can you find us?

Securitas Security Services USA, Inc. 505 E. Huntland Drive Suite 500 Austin, Texas 78752 512-329-4477 Apply in at www.Securitasjobs.com

Transition Team:



We can be reached at (512) 329-4477

Thank you for your time and we look forward to meeting with you real soon!



Tab 8 – Business Exceptions



Securitas' Business Exceptions

EXCEPTIONS

We appreciate the generally fair and common sense approach in the Request for Proposal (Solicitation No.: RFP RWS0501), but we do have a few concerns, especially with the allocation of risk. Accordingly, we would like to clarify the following items in connection with our bid. Our bid is submitted with the understanding that these items will be incorporated into any Contract (the "Contract") between The City of Austin (the "City") and Securitas Security Services USA, Inc. ("Contractor") and be controlling.

Please note that all our Exceptions are very important, but negotiable.

- 1. Exception to 0300 Standard Purchase Terms and Conditions, Page 5, Section 19, Warranty Price:
 - Alternative Language: Delete Section 19 (A) and Section 19 (C) in their entirety.
 - Justification: Because Securitas USA provides services to thousands of clients (all with different premises and security needs) in different locations around the country (all with significantly different economic and wage considerations), Securitas USA cannot provide any type of "most favored customer" price protection.
- 2. Addition to 0300 Standard Purchase Terms and Conditions, Page 7, Section 28, Termination Without Cause:
 - Additional Language: Contractor may terminate the Contract without cause or penalty upon thirty days'
 written notice. Also, either party may terminate the Contract if Contractor's insurer cancels or materially
 alters Contractor's insurance.
 - Justification: We believe it is important and fair for both parties to have a right to terminate for convenience, and it is typical for us to have such a right in our client contracts. That being said, we understand the City may be concerned with its ability to secure another provider if Securitas USA terminates the contract for convenience. To alleviate this concern, we can discuss increasing the notice period if the City likes. Generally, in addition to the right of termination for convenience, we request the right for both parties to terminate immediately if our insurance coverage is unexpectedly cancelled or materially altered in an adverse fashion. This right is meant to protect both parties.
- 3. Exception to 0300 Standard Purchase Terms and Conditions, Page 8, Section 31, Indemnity:
 - Alternative Language: The Contractor shall defend (at option of the City), indemnify, and hold the City, its successors, assigns, officers, employees and elected officials harmless from and against all Indemnified Claims to the extent directly resulting from the fault of the Contractor or the Contractor's agents, employees or subcontractors, in the performance of the Contractor's obligations under the Contract. Nothing herein shall be deemed to limit the rights of the City of the Contractor (including, but not limited to, the right to seek contribution) against any third party who may be liable for an Indemnified Claim.
 - Justification: Security providers should always strive to provide excellent security services to all their clients, but even the best security services cannot prevent all claims and losses from occurring. We believe it is fair for security providers to be responsible for claims and losses related to their security services to the extent the claims and losses result from their faulty conduct (e.g., negligence). However, if a security provider performs its duties diligently and without fault, we do not believe it is generally fair for the security provider to be responsible for claims and losses that still happen to occur. The City's contractual defense/indemnity language is a little broader than the desired, proportional, fault-based defense/indemnity standard.



4. Additional Terms to be Added to 0300 Standard Purchase Terms and Conditions:

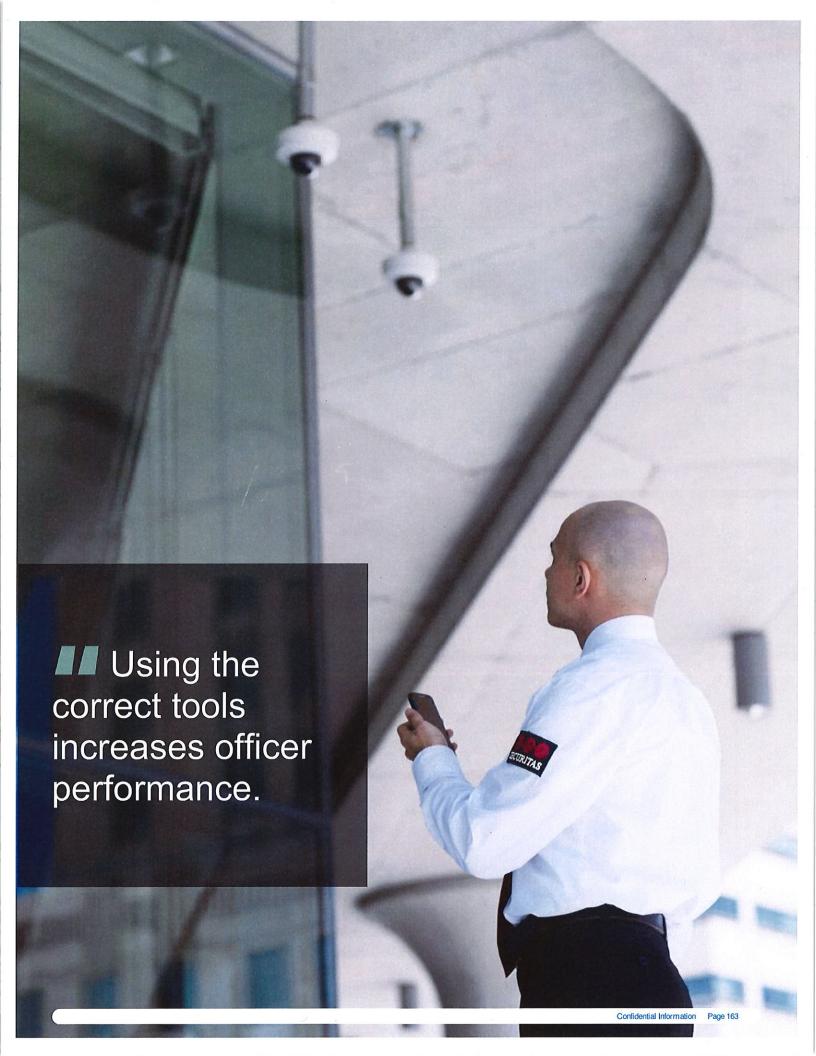
- Additional Term: Limitation of Liability Notwithstanding anything to the contrary, Contractor's liability will
 in no event exceed \$500,000, and Contractor will not be liable for any (a) punitive or consequential
 damages, (b) damages arising from events beyond Contractor's reasonable control, or (c) injuries or deaths
 arising from any conditions of the premises where Services are performed.
 - <u>Justification</u>: Security providers are not insurers, and for catastrophic losses, it makes more economic sense for clients to turn to their own insurers at some point (no one knows the likelihood of catastrophic damages and the amounts of such damages better than the client, and therefore, no one is better suited to insure against such damages than the client). Accordingly, we believe it is generally fair for contracts to contain reasonable monetary liability caps (e.g., \$500K) and limitations on liability for certain, special types of damages (e.g., consequential damages, damages arising from force majeure events, etc.). Such limitations of liability can be made mutual to protect the City as well.
- <u>Additional Term</u>: US SAFETY Act Notwithstanding anything to the contrary, in connection with the US Safety Act, each party waives all claims against the other for damages arising from or related to an act of terrorism, and the parties intend for this waiver to flow down to their respective contractors and subcontractors.
 - Justification: We generally request a mutual waiver of claims for damages arising from acts of terrorism, which increases the chances that our SAFETY Act liability protection will apply in our favor and the City's. Accordingly, such a waiver is in the interest of both parties.
- <u>Additional Term</u>: Contractor Equipment Contractor, or a subcontractor or vendor of Contractor, may provide or install equipment in connection with the Services provided by Contractor, and the City consents to any installation. All such equipment is for Contractor's use and will always be Contractor property. Contractor is not selling or leasing any of the equipment to the City, and Contractor provides no warranty to the City regarding the equipment. Any implied warranties of merchantability and fitness for a particular purpose that may apply to the equipment are excluded. Contractor will be provided with reasonable time and access to remove all its equipment upon termination of the Contract.
 - <u>Justification</u>: We may need to provide and install equipment at the site as part of our security services. So, we just want to clarify that such equipment belongs solely to us and is for our use.
- 5. Exception to 0400 Supplemental Purchase Provisions, Page 1, Section 2 (B), Specific Coverage Requirements:
 - Alternative Language: If any of Contractor's required insurance is canceled, notice will be delivered in
 accordance with insurance policy provisions (a statement to this effect will be on Contractor's certificate of
 insurance).
 - Justification: Because we have thousands of clients, and our insurers have thousands of clients, not all of our insurers will agree to provide 30 days' prior written notice to our clients in the event that our insurance is canceled, materially altered, or not renewed.
 - <u>Additional Language</u>: Additional insureds will only be covered by Contractor's insurance for liability assumed by Contractor in these Exceptions, subject to the terms of Contractor's insurance.
 - Justification: We have no problem adding the City (and others as mentioned in the Contract) as additional insureds to our liability insurance. However, case law suggests that if we add additional insureds without clarifying what this coverage entails, we may be covering additional insureds under our insurance policies for claims caused by additional insureds, possibly even claims caused 100% by additional insureds, regardless of what the indemnity obligations state. We do not believe a fair-minded client like the City would expect such a result, and this additional insured qualification simply clarifies that additional insureds will only be covered by our insurance for liability assumed by us in the Contract.



- 6. Exception to 0400 Supplemental Purchase Provisions, Page 2, Section 3 (D), Term of Contract and Page 8, Section 10 (A), Price Adjustments:
 - <u>Alternative Language</u>: Contractor may raise its rates on 30 days' written notice to account for any increases in (a) health care, benefit, or insurance costs, (b) labor or fuel costs, (c) costs arising from changes to laws, regulations, or insurance premiums, (d) SUI or similar taxes, or (e) any other taxes, fees, costs or charges related to the Services.
 - Justification: We may need to increase rates due to increases in future costs (e.g., SUI costs, costs related to changes in healthcare laws, etc.), but we will always notify the City 30 days in advance if our rates increases.



Tab 9 – Securitas Innovation, Technology, & Solutions





Tools

Securitas is committed to empowering our clients with the knowledge they need to be secure. Securitas managers will work with you to help customize a security solution by utilizing a combination of technology tools to give your facility a modern security program.

SecuritasConnect

Through SecuritasConnect, you can have full visibility and control over your security program. SecuritasConnect is your window to view your site's security, at any time of the day or night.

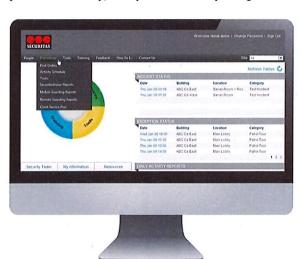
People: Schedule visibility: see at a glance the officers who are scheduled to be on duty.

Procedures: Real-time access to post orders, incident tracking, tour information and more.

Tools: Remote access to the technology utilized at your site.

Training: Monitor officer training details and progress.

Feedback: Monitor ongoing performance against Service Plan goals and defined KPIs.





SecuritasConnect helps to enhance both security officer performance and your daily operations, and can help improve your security program as follows:

Organization

Organize and centralize post orders, schedules, time logs, all types of incident reports, tours with near field communication (NFC) technology, and more. Because all reports are paperless, SecuritasConnect allows you to quickly retrieve information to help you make effective decisions.

Efficiency

Reduce your administrative tasks by eliminating manual procedures. SecuritasConnect provides real-time online accessibility to schedules and reports, as well as providing alert notification via text and email.

Accountability and Performance

Increase officer performance and sense of accountability. The constant monitoring has a direct positive impact on liability and motivation, translating into an increase in professionalism and efficiency.

Key Benefits of SecuritasConnect

- Easily customizable and scalable features designed to facilitate your management and improve your operational efficiency.
- Real-time data collection, analysis, trends and metrics capabilities allow for continuous performance improvement.
- · An eco-friendly solution that eliminates the need for paper.
- Customized smart-tours with reliable NFC token technology.
- Detailed reports and statistics to help mitigate risk through incident and trend analysis, and identification of incident patterns and potential vulnerabilities.
- Alert notifications when tours are late and smart monitoring around the clock.
- Officer training details: monitor officers' progress through the curriculum, including training program status, courses in progress, and courses completed.
- · Information is encrypted and secure.

SecuritasConnect will provide your organization with cutting-edge technology, dynamic and immediate reporting, and industry leading 24/7 support to further enhance your existing security program.



Now with Securitas Vision

Securitas Vision is a secure and scalable webbased application that helps us bring innovation, accountability and efficiency to your facility. It can be deployed at a single property or across your entire organization.

Combines incident management, tour verification, task scheduling, asset tracking and incident alert notification into one easy-to-use application.



Incident reports, daily activity reports and maintenance order requests can be immediately directed to appropriate departments. Pass-down information, changes to post orders and daily duties can be tracked easily to document security. Additionally, a security officer can easily take images to include with the Incident Report. With the smartphone, the officer can quickly make emergency phone calls to contact the police or fire department for emergency assistance.

Securitas Vision saves time and confirms compliance of your security operations, policies and best practices, as well as improving communication and information sharing.

Smart Tours

This allows officers to gather information about your facility and record relevant information on items important to you, such as room temperature, unlocked doors, and slip and fall hazards. Officers have instant access to their post orders. In the event they discover an unexpected issue, our officers are able to provide you with any requested data at multiple points across your facility, e.g., burned out light, required doors secured, etc.

The smartphone connects via wireless service to send text messages or email to all interested parties when an event is recorded. This means instant communication is provided to supervisors, managers, maintenance or others who need to be informed about a particular event. If more detail is needed, a full report can be viewed on SecuritasConnect.



GPS and AssetTracking

GPS tracking for officer location, device tracking, GEO-fencing and incident location reporting verifies officer location and tour completion. Using the Asset Tracking feature within the Vision system, your assets such as fire extinguishers are easily tracked and safety compliance is made easier.

Post Orders

Paper post orders are often difficult to update and manage. A dynamic security environment requires procedure updates and changes that are clear and immediate. By deploying SecuritasVision, updates to post orders are fast and easy. Most importantly, the post orders are readily available on the tablet.

Daily Activity Reports

Often times Daily or Shift Activity Reports go unnoticed. Since officers can document their daily and shift activities electronically, scheduled task/tour completion and incident reports are automatically entered as a line item when there is an active DAR. By using SecuritasVision, we can automatically gather important information from the DAR/SAR.

Key Benefits of Securitas Vision

- Incident and exception alerts via mobile text messages and/or email.
- A metric building engine that allows you and your branch manager to analyze trends and develop proactive procedures based on real data.
- Electronic incident and daily activity reporting in real-time.
- Customized smart-tours.
- Multi-site deployment.
- Consistent performance of security officers using uniform procedures.
- · An efficient, user-friendly interface.
- Step-by-step guidance resulting in fewer mistakes, therefore reducing liability.
- GPS officer location, device tracking, geo-fencing and incident location reporting.
- Encrypted and secure information.
- 24/7 client access to reports, images, Key Performance Indicators (KPIs) and critical information via SecuritasConnect.
- Asset Tracking for inventory and safety compliance.

Securitas Vision will provide your organization with cutting-edge technology and industry leading 24/7 support to enhance your existing security program. With its dynamic and immediate reporting, you can always stay up to date with the security of your operations.



National Communications Center (NCC)

Securitas has a state-of-the-art National Communications Center (NCC) in Charlotte, NC. Operating 24 hours a day, seven days a week, the NCC provides after-hours telephone support and alarm response functions for Securitas, manages the company's Post Confirmation System (PoCo), and acts as a single point of contact for our Security Response Services.



The NCC is staffed by well-trained operators who are employees of Securitas. The center is assured of continuous operation through its own uninterrupted power supply, back-up

diesel electric generation, multiple telecommunication providers, and redundant database servers. Additionally, there is a full-capability disaster recovery hot site available for emergencies, so the NCC should always be available and online. The NCC is equipped with cutting-edge telephone and computer technology that helps calls be placed in proper priority queues and handled in accordance with operating procedures. All NCC activities conform to published service levels and are documented in a permanent database. Securitas branch offices receive computer-generated detail of NCC activities on a daily and weekly basis. All calls are recorded and stored for one year. Recorded calls are available for individual review and can be sent via email as WAV files.

In addition, the NCC staffs to meet a service level goal of answering 85% of all calls in 30 seconds or less. YTD 2015 performance statistics for the NCC show that this service level has been exceeded, with 75% of all calls answered in 10 seconds or less, and an average answer of 27 seconds.

Call volume is monitored on a daily basis to help ensure adequate staffing to achieve our service level goals. Staff headcount is based on projected call volumes for each 30-minute interval of a day and adjusted accordingly.



Securitas Automated Field Enterprise System (SAFES)

Securitas' exclusive computerized management and scheduling tool, SAFES, has taken security services reporting to a higher level.

SAFES gathers data from all branch locations, uploads weekly, and generates all payroll, billing, accounts receivable, accounts payable and financial records.

The benefits to our clients and employees are:

- Accurate paychecks.
- Correct, easy-to-read client invoices.
- Flexible billing options to meet client-specific requirements.

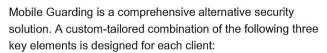
Value-added service features include the following:

- Client/contract billing and service information are stored and maintained. This
 includes the selection of invoice formats, billing cycles and billing methods such
 as consolidated and contract flat invoicing.
- Master and working schedules, including post names, are stored and maintained.
 In conjunction with employee and client information, the scheduling data automatically drives both payroll and billing transactions.
- Supplemental charges and payments include automated recurring and one-time supplemental charges (e.g., auto lease). This allows both reimbursement of employee- incurred expenses such as mileage and billing of non-hourly charges to clients.
- Corrections to payroll and billing for prior period activity are maintained.



Mobile Guarding

In situations that require the on-site presence of a security officer for critical functions, Securitas USA Mobile Guarding has proven to be an effective and affordable solution for many of our clients. This highly flexible combination of services provides the benefits of an on-site security officer at the required times without incurring 24/7 payroll costs.





Patrol Inspections

Specially-trained, vigilant and helpful Mobile officers inspect client facilities at random but regimented times to perform duties as outlined in post orders, assist client staff and monitor equipment as necessary.

With Mobile Guarding Patrol Inspections, your facility can be under constant surveillance by highly trained Securitas USA Protection Specialists at our off-site monitoring centers. Strategically placed cameras provide a continual video feed of both the interior and exterior of your facility, verifying not just safety and security, but also employee adherence to company policy and procedures. This combination of services provides a comprehensive approach to mobile patrols that is customized to meet your security requirements as well as your budget.

Mobile Guarding changes the way we think about security as well as its cost, allowing clients on limited budgets to fully leverage Securitas USA's vast resources and industry knowledge. Mobile clients have access to the same personable and professional officers, cutting-edge technology and dedicated customer service they have come to expect, while only having to pay for the services they utilize.

Advantages of Mobile Guarding Patrol Inspections

- Remote surveillance through cutting-edge technology provides 24/7 coverage for your facility and can verify employee safety and procedural compliance.
- Uniformed Mobile officers make routine facility inspections and can monitor employee breaks, provide escorts and inspect equipment as necessary, at a fraction of the cost of a full-time security officer.
- Should there be a security breach or threat, off-site Securitas USA Protection Specialists can immediately summon local law enforcement, other emergency personnel or your Securitas USA Mobile officer.
- Post orders can be coordinated for multiple locations, whether two miles or two thousand miles apart



 Mobile Guarding is both flexible and cost-effective - our clients pay only for the requested services.

How Mobile Guarding Patrol Inspections Work

- Securitas USA professionals perform a detailed Operational Analysis and work with you to develop a security protocol based on a custom-tailored combination of state-of-the-arttechnology, 24/7 monitoring and regularly scheduled mobile inspections at random intervals.
- Our experts can install, program, monitor and maintain any needed equipment to help protect both the interior and exterior of your facility, or utilize your existing surveillance system.
- Highly trained Securitas USA Protection Specialists are posted at remote monitoring centers and respond promptly to any security breach or threat. These officers can provide make announcements, dispatch a Mobile officer, and summon emergency response as necessary
- Real-time computerized reporting instantly alerts you to any security issue.

Alarm Response

Advances in technology mean that our off-site monitoring stations can keep both the interior and exterior of your facility under constant surveillance. Each center is staffed with specially trained Securitas USA Protection Specialists who have the necessary tools to quickly take appropriate action, such as repositioning cameras, making announcements over your internal public address system or summoning the appropriate emergency providers.

False alarms can put stress on any security system and cost needless time, expense and goodwill. With Securitas USA Mobile Guarding in place, alarms are monitored and thoroughly vetted before any emergency personnel are dispatched. Should there be an actual emergency, our clients can be assured that both the off-site Securitas USA Protection Specialists and your Mobile officer are highly trained professionals who are able to respond to any security breach, threat or concern.



Advantages of Mobile Guarding Alarm Response

- When a legitimate security breach or threat occurs, Securitas USA officers will summon the proper emergency responders, whether a Securitas USA Mobile officer, law enforcement or other emergency personnel.
- Remote surveillance at our off-site monitoring centers assists our Protection Specialists in immediately identifying and deactivating false alarms. This reduces the cost of false alarm fees and helps maintain an excellent relationship with local responders.



- Advances in video analytics enable us to calibrate cameras in order to recognize triggers and alert us to these potential issues before they become a problem.
- Real-time reporting instantly alerts you to any security issues.

How Mobile Guarding Alarm Response Works

- Securitas USA professionals perform a detailed Operational Analysis and work with you to develop a security protocol based on a custom-tailored combination of state-of-the-art technology, 24/7 monitoring and regularly scheduled mobile inspections at random intervals.
- Our experts can install, program, monitor and maintain any needed equipment to help protect the interior and exterior of your facility, or utilize your existing surveillance system.
- Highly trained Securitas USA Protection Specialists are posted at remote monitoring centers and respond promptly to any security breach or threat.

Technology

Advances in technology have changed the way we approach security. Surveillance cameras can perform perimeter checks while a Securitas USA Protection Specialist at a remote monitoring center can handle access control and make announcements. If needed, Mobile officers can respond to your site to further investigate unusual situations. Securitas USA can install, program, monitor and maintain equipment or manage systems you may already have in place.

Practical for every business

Mobile Guarding provides even the smallest business owner access to the same world-class protection, high-caliber officers and advanced technologies utilized by large corporations. After performing a detailed Operational Analysis of your facility, Securitas USA will design an innovative, flexible security solution that meets your security requirements as well as your budget.



Benefits include:

- Protection and Deterrence from Theft and Vandalism Random, regular inspections
 by officers in clearly marked Securitas USA vehicles send the message that you take your
 security seriously.
- Recognition of Safety Hazards As part of our Operational Analysis, Securitas USA staff identifies hazards and establishes procedures to help provide a safer workplace.
- Increased Morale The presence of security officers provides a sense of well-being to
 employees, which boosts morale, increases retention and enhances the professionalism
 of your organization.



- Real-time Reports Advances in technology allow your Mobile officer to create a report
 on-site instantly alerting you to any security issues. Instead of arriving at work to find a
 problem, you can instead conduct a complete review of the previous night's activity.
- Peace of Mind At the first sign of trouble, your Mobile officer will execute an appropriate response to help protect your employees, property and assets.
- Power Outage Response In the event of a local or regional power outage, your Mobile
 officer will be alerted and back-up officers can be assigned to personally monitor your
 facility.

A Smart Alternative

While Mobile Guarding works in a variety of settings, there are some specific situations where it's a perfect match:

- Monitoring Equipment Many manufacturing plants have machinery or materials that
 must be kept at a specific temperature. A Mobile officer can conduct inspections as
 needed to help maintain these specifications and can be trained to make minor
 adjustments.
- Handling False Alarms Using Mobile Guarding as a first response helps eliminate false
 alarms to local law enforcement, which saves money and promotes goodwill. If there is an
 actual emergency, the Mobile officer will respond and summon Securitas USA resources
 or local first responders as needed.
- Shift Coverage Mobile officers provide a friendly face and peace of mind for your
 - employees who work alone, especially during overnight hours. Officers can be posted at a front desk or lobby reception area to monitor employee breaks and provide parking lot escorts.
- Multiple Locations Mobile Guarding means consistent service across many locations. Post orders can be coordinated for multiple locations, whether two or two thousand miles apart.



Mobile Guarding is a fully comprehensive solution that draws on the experience and knowledge of a global security leader. With Securitas USA, you can be assured that that we have the workforce and expertise to handle any situation; and should your needs change, our extensive resources mean we have the flexibility to implement revised procedures to provide seamless protection.



Remote Guarding

Effective, comprehensive, real-time security programs are achieved when video cameras, video analytics, monitoring centers and security officers work together as one integrated force. Potential threats are detected by cameras and automatically analyzed based on predefined criteria. When necessary, an operator is alerted who then takes immediate action to help prevent or minimize damage. Securitas USA continually identifies areas for creating efficiencies, both in preventing/minimizing incidents and lowering resource demand.



When Securitas USA's Remote Guarding is implemented, be assured that we will act on incidents in real-time and deter trouble before it occurs. The combination of smart technology and our security expertise creates unprecedented efficiencies to help protect your facility 24/7.Patrol Inspections

We Learn About Your Security Needs

Understanding the day-to-day activities of your operations is the key to designing a solution that provides the best possible security with the greatest possible cost efficiencies. To accomplish this, Securitas USA professionals conduct an Operational Analysis of your facility. Based upon our findings, we then discuss and evaluate your security requirements with you.

Our Remote Guarding alternatives utilize the best technology currently available. However, we realize that you may have already invested in cameras, sensors and other security-related equipment. That is why we work with open platforms that allow the integration of most existing equipment with new technology, software and services. We are dedicated to creating the most effective security solution for your facility with minimal start-up investment. Securitas USA has tailor-made Remote Guarding services to help protect organizations of all sizes, business markets and environments.

The Future of Security Efficiency

Increasing the effectiveness of your security program without increasing your costs — this is possible when you combine ever-vigilant Securitas USA Protection Specialists and security officers with Remote Guarding.

Securitas USA offers the following Remote Guarding services:

Alarm Verification

Alarm Verification provides the shortest possible response time when an incident occurs. Cameras monitor both the interior and exterior of your premises for unauthorized activity and potential threats, provide a status report and transmit an audible message that security monitors in real-time.



With remote alarm verification, a live video feed instantly and virtually places a Securitas USA Protection Specialist on the scene. While emergency personnel are en route to your facility, Protection Specialists can provide them with critical real-time updates as the situation warrants. Securitas USA supplements intrusion alarm monitoring with Remote Guarding to verify the cause of the incident. False alarms are reported to your designated emergency contacts. Securitas USA Mobile officers and/or law enforcement are dispatched when intrusions are verified.



Advantages of Remote Alarm Verification

- On-demand response to alarm activations
- Reduces costly false alarm fees imposed by local jurisdictions
- · Cost-effective even with many sites in remote locations
- Access to cutting-edge technology with no new major investment
- · Part of a comprehensive service portfolio

How Remote Alarm Verification Works

- Expert consultation to determine best camera locations and lines of sight
- Cameras and software connect to a 24/7 monitoring center
- Securitas USA Protection Specialists remotely respond to alarm activations at your facility to determine the cause
- Response can include an audible message to provide real-time intervention
- Evidence is documented if an incident occurs
- Open platforms allow existing equipment to be utilized often in combination with cutting-edge technology

Remote Employee Escort

Is it getting dark earlier? Are employees arriving earlier in the morning and staying later in the evening due to increased responsibilities or seasonal workloads? Have there been recent problems in the area? Do operational procedures require employee escorts in highly sensitive areas of the facility? Securitas USA's Remote Employee Escort utilizes live video surveillance with audio notification to help provide a safe environment as employees enter and exit the premises. In other situations, we can monitor visitors who have access to a facility and observe their movements throughout the building.

- Advantages of Remote Employee Escort
- On-demand response to requests from employees and contractors



- Helps to promote a safe and secure environment
- · Cost-effective even with many sites in remote locations
- Enhances the productivity of your security officers
- · Access to cutting-edge technology with no new major investment
- · Part of a comprehensive security service portfolio

How Remote Employee Escort Works

- · Expert consultation to determine best camera locations and lines of sight
- Cameras and software connect to a 24/7 monitoring center
- Securitas USA Protection Specialists remotely respond and process requests for escorts in or around your facility
- Response can include one- or two-way audio for live intervention
- Evidence is documented if an incident occurs
- Open platforms allow existing equipment to be utilized often in combination with cutting-edge technology

Remote Entry/Exit Management

Securitas USA's Remote Entry/Exit Management provides on-demand processing of authorized employees and visitors requiring access to your facility. Our remote monitoring center activates cameras and audio devices, scans the area and follows your established authorization protocol. Securitas USA Protection Specialists verify their identity, confirm authorization for entry/exit, monitor and record activity and report any exceptions.

The same remote capabilities offer the ability to custom design perimeter monitoring for employee safety, procedure compliance and unauthorized removal of property, including:

- Vendor Entry Management Cleaning and maintenance staff activity is monitored for safety practices and unauthorized removal of property.
- Employee Entry Management After-hours shipments through truck gates are processed and monitored for compliance and safety practices.
- Entry/Exit Portal Supervision Video monitoring for unauthorized removal of property to confirm that doors are opened only for authorized activity.

Advantages of Remote Entry/Exit Management

- On-demand processing of employees, visitors and contractors
- Services provided as needed



- Cost-effective even with many sites in remote locations
- · Access to cutting-edge technology with no new major investment
- · Part of a comprehensive security service portfolio

How Remote Entry/Exit Management Works

- Expert consultation to determine best camera locations and :lines of sight
- Cameras and software connect to a 24/7 remote monitoring center
- Securitas USA Protection Specialists remotely respond and process requests for entry to your facility
- Response can include one- and two-way audio for live intervention
- Careful monitoring during critical events, e.g. openings/closings, transfer of goods, etc.
- Evidence is documented if an incident occurs
- Open platforms allow existing equipment to be utilized— often in combination with cuttingedge technology

Remote Patrol

Securitas USA's Remote Patrol provides a proactive security presence that can assist in deterring security incidents 24/7. Remote patrol via strategically placed cameras focuses on vulnerable areas and can monitor your site more consistently and cost-effectively than security officers alone.

Video-based patrols form the basis of an all-encompassing security solution. During these patrols, we inspect your premises and critical assets, monitor any suspicious activity, and help leverage the power of behavior modification to reduce security expenses over time.

Advantages of Remote Patrol

- More consistent coverage of all your critical areas
- Cost-effective even with many sites in remote locations
- Enhances the efficiency of on-site security officers
- Quicker response to emergency situations
- Access to cutting-edge technology with no new major investment
- · Helps to prevent incidents before they occur
- · Part of a comprehensive security service portfolio

How Remote Patrol Works

- Expert consultation to determine best camera locations and lines of sight
- Cameras and software connect to a 24/7 monitoring center



- Securitas USA Protection Specialists remotely respond to alarm activations at your facility to determine the cause
- · Response can include one- or two-way audio for live intervention
- · Evidence is documented if an incident occurs
- Open platforms allow existing equipment to be utilized often in combination with cutting-edge technology

Remote Perimeter Protection

Securitas USA's Remote Perimeter Protection can help reduce the number of exterior security incidents resulting in reduced security costs. We customize intelligent video analytics for each unique location to automatically recognize potential threats and alert our Protection Specialists as soon as suspicious activity is detected.

With the advantage of real-time security, unauthorized entry, theft and vandalism can all be greatly reduced. Protection Specialists are alerted the moment there is suspicious behavior near the perimeter of your property, helping us to curtail incidents before they occur. We also actively optimize the system over time to deter another persistent threat – false alarms. Not only do you save money by eliminating unnecessary call-outs, intelligent software that's always on the look-out lowers demand for a constant on-site presence. Remote perimeter protection is remarkably efficient because Securitas USA manages the entire chain – from technology, to operators, to on-site response. This level of efficiency allows us to provide complete protection for one competitive monthly fee — with no major investment required.

Advantages of Remote Perimeter Protection

- Pro-active security can help deter incidents before they occur
- 24/7 coverage of all perimeters with fewer security officer hours
- Cost-effective even with many sites in remote locations
- Cameras and software observe and analyze data that human operators might miss
- Access to cutting-edge technology with no new major investment
- · Ongoing optimization to reduce costs
- · Part of a comprehensive security service portfolio

How Remote Perimeter Protection Works

- · In-depth analysis of your security requirements
- · Expert guidance in choosing ideal equipment and placement
- Intelligent video analytics customized to your site requirements
- · Open platforms allow integration of existing equipment
- Automated zone intrusion detection



Speaker system for voice intervention

Partner Network Brings Together The Industry's Best

Securitas USA has global agreements with some of the security system industry's top innovators. This allows us to deliver the best possible technology and services in simple, cost-effective packages. Some of our key partners include Milestone, Axis Communication and Agent VI.

How Remote Guarding Can Enhance Your Security Program

- Automatic detection of objects in predefined areas, suspicious movement or abnormal interruptions that occur at your facility is provided.
- Speaker systems are integrated in order to deter potential intruders while alerting authorities as necessary.

When combined with Securitas USA's Mobile Guarding or a local Branch Response Team, our clients receive security services and response capabilities that can mirror those of an on-site security officer at a significant cost savings



Tools

Pinkerton's Intelligence and Information Products

Whether your challenges come from aggressive competitors or impactful world events, you have questions: Is this in proximity to my facilities? Which ones? How far away? Who can help me if I need response services? Pinkerton's Intelligence and Information Services deliver the solutions you want and the trusted expertise you need.

Client Concerns	Solutions			
Problem	There is a mass of information available today. It can be overwhelming sorting through it, trying to determine what data is truly important and has the most impact. Fragmented, antiquated data systems fail to provide an integrated, evolving picture of breaking events and emerging situations.			
Effect	Operational confusion, unnecessary risk, lost opportunities, time, assets and legal exposure.			
Solution	Pinkerton's Global Risk Group sorts thorugh the mass of information available today and delivers only the data that is trul important and has the most impact on you organization. Instead of dumping data on your desk, Pinkerton's intelligence experts interpret it to help you clearly see and understand both the big picture and minute details that could affect your operations an its value.			
Benefits	Status updates of critical infrastructure, directions for obtaining resources or support information to help you make proactive decisions and allowing you to quickly pinpoint specific events and situations – both globally and locally – that could have an impact on your organization.			





Risk Monitoring Dashboards

Pinkerton's Risk Monitoring Dashboards provide a visual representation of critical information from various sources delivered on a secured web-accessed platform allowing you to quickly pinpoint specific events and situations – both globally and locally – that could have an impact on your organization.



Pinkerton's Risk Monitoring Dashboards provide you with critical information to help you better monitor conditions that may affect facility locations or personnel in specific locations around the world. Pinkerton offers a specialized risk monitoring dashboard package that includes up to four dashboards and a choice of 11 specialized topics and 5 geographic regions.

Specialized topics:

- Transportation
- Travel Warnings
- Civil Disorder
- Natural Disaster (volcano, tsunami)
- Maritime Piracy
- Terror/Armed Conflict
- · Critical Infrastructure
- Health Warning
- Geo-Political + Commerce
- Brand Protection
- · Crime & Corruption
 - Each Risk Monitoring Dashboard can be completely customized based on the specific needs and priorities of the client. The dashboard can also be modified as the client's needs change over time.



Risk Monitoring Dashboards Subscriptions:

Account Options	Account Features & Details				
Specialized	Includes up to 4 dashboards				
	Choose from 11 specialized dashboards				
	Choose from 5 geographic regions				
Customized	Unlimited dashboards				
	Unlimited dynamic filtration and location mapping				
	Ongoing technical support available				
	Custom maintenance package available				
	*customized pricing based on scope of work (SOW)				

Please contact your Business Development Manager for more details on customized dashboards.

Targeted Intelligence Reporting

Pinkerton delivers standard or highly specialized risk analysis information on a daily, weekly or as-needed basis that highlights major local events and global activity that can impact you.

Pinkerton's reporting capabilities include detailed threat identification and analysis. Pinkerton analysts are on call 24/7 to answer any questions regarding the content of our reports. You can subscribe to one of four reporting packages that include a range of broad reports to ones which place special emphasis on world areas or high-level categories of concern. They can also be specifically tailored for your unique needs.

Pinkerton Intelligence Reports include:

The Weekly Intelligence Summary (WIS) – Issued every Friday, this report provides you with highlights of the current week's Daily Intelligence Brief. Try it for free! (https://www.pinkerton.com/free-report-signup)

The Executive Daily Intelligence Brief (EDIB) – Issued Monday through Friday, this is a summary of information from the Pinkerton Vigilance™ Network and open-sources concerning significant global issues. Standard topics include production industries, sustenance and health, service industries, U.S. and international governments.

Ad Hoc Reports – Issued on an as-needed basis to cover high-profile special events or emerging situations.

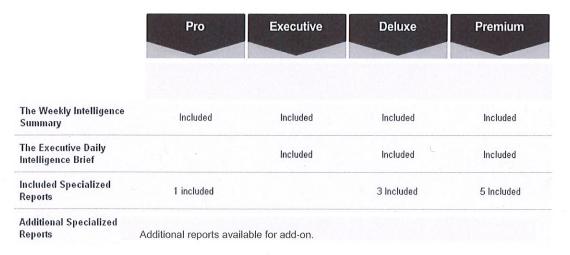


Specialized Report topics include:

- Transportation
- Travel Warnings

Civil Disorder

- · Natural Disaster (volcano, tsunami)
- Maritime Piracy
- Terror/Armed Conflict
- Critical Infrastructure
- Health Warning
- Geo-Political + Commerce
- Brand Protection
- Crime & Corruption



Please contact your Business Development Manager for more details on customized reports

Alerting

- Alert notifications are issued by a dedicated team of Pinkerton analysts working around the clock to detect, classify and report current and imminent events and situations that could impact your business.
- Using patented technology, our analysts scour countless information sources in real time, including:
- Social media
- Local news
- Police/fire/EMS networks
- Information and intelligence from members of the Pinkerton Vigilance Network™



 Together, these sources yield huge amounts of information vital to personnel, facility and brand protection.

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Account Features & Details

Standard

Includes Global Critical Incidents Email Distribution Single sign-on user

Specialized

Choose from **11 specialized topics** 3 filtration levels; **severity, certainty, geography Email** Distribution **Single** sign-on user

Unlimited dashboards

*Pricing hased on custom scope of work (SOW)

Customized

GPS Solutions

Monitor traveling executives and your supply chain, or provide support to your executive protection professionals or employees in the field through GPS solutions provided by Pinkerton's Global Risk Group.

KEEP YOUR ASSETS AND FIELD PERSONNEL SAFE

Signals can be transmitted from an application downloaded to a smartphone or tablet, as well as a variety of standalone devices. Couple this service with Pinkerton's Risk Monitoring Dashboards and see in near-real-time the global location of your assets next to local news and social media reports, or add an alerting package and receive near-real-time alert notifications specific to the geo-fence established around your personnel in the field.

Pinkerton GPS features include:

- Smartphone applications and variety of battery-powered and hard-wired devices
- SOS/Panic capability

In-house stock of devices and application licenses to support short-term executive protection details and investigative matters